

Comprehensive Plan

Adopted February 2, 2016

Town of Pulaski Comprehensive Plan

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Adopted by Pulaski Town Council on February 2, 2016

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Introduction

The purpose of a comprehensive plan is to provide a basis for assisting a locality in promoting an optimal development pattern, given existing constraints and opportunities. The comprehensive plan serves as a framework for the long-range allocation of resources to meet identified needs. The plan is general in nature and considers the physical, social, and economic factors that interact within a locality.

This document contains a statement of goals and objectives designed to serve as general guidance and to stimulate public interest and responsibility. A locality's plan must reflect the foresight of its leaders and the will of the citizens. With periodic review and updating, the comprehensive plan may serve as a guiding vision for the community.

The authority under which this plan has been prepared is contained in Title 15.2, Chapter 22, Article 3 (§15.2-2223, et seq) of the *Code of Virginia*. State Code requires that local comprehensive plans be reviewed every five years and updated if necessary.

It should be noted that this plan is not a law or ordinance. Rather, recommendation by the Pulaski Planning Commission and adoption by the Pulaski Town Council establishes this plan as the official guide for development of the Town in the areas of land use, economic development, housing, transportation, and quality of life. This plan is implemented through Planning Commission and Town Council actions undertaken in relation to the Subdivision Ordinance, Zoning Ordinance, and Capital Improvements Program.

Documents such as the Town of Pulaski Zoning and Subdivision Ordinances, and the Capital Improvements Program are valuable resources in relation to maintaining and implementing the Comprehensive Plan. Other planning documents, such as those listed below, may be useful resources in implementing this Plan:

- Town of Pulaski Strategic Plan and Vision
- Pulaski Redevelopment and Renewal Plan
- Route 99 Corridor Retail Feasibility Study
- Gatewood Park Master Plan
- Peak Creek Corridor Study
- Town of Pulaski Comprehensive Financial Review
- New River Valley Comprehensive Economic Development Strategy
- Pulaski 2020 Transportation Plan
- New River Valley Bikeway, Walkway, Blueway Plan
- New River Valley Hazard Mitigation Plan

Pulaski Town Council adopted the following vision statement:

Since 1886, the Town of Pulaski has led the way in the New River Valley of Virginia. The resilient people of our Town have met every challenge for more than a century, successfully adapting to a changing economy and new opportunities. We face an exciting future with this same undeniable spirit. Our unmatched quality of life and scenic beauty make the Town a superb place to live and work. Our diverse, friendly, close knit community offers a wonderful unlimited alternative to big city life. The Town of Pulaski is one of the most sought after places to live in the New River Valley.



History of Development of Pulaski

Significant Periods in Local History

Pre-incorporation Land Uses: 1854-1886

Prior to its incorporation as a town, the site of the future Town of Pulaski was originally known as the “Mountain View Plantation” owned by Robert Martin, Jr. Building upon land purchases by his father, Mr. Martin’s land holdings expanded to include the present day McGill Village and Brown Addition in the east and into the Jefferson National Forest in the west. The northern boundary was approximately a mile past the present corporate limits in the north while the southern limits of the estate reached to Draper’s Mountain.¹

In 1854, the impetus for change in the agricultural use of the future town’s land area began with the construction of the *Virginia & Tennessee Railroad*. Established as a railroad stop to take on water, the area took on the name of “Martin’s Tank”.²

The predominant land use in the area remained agricultural throughout the Civil War and Reconstruction. According to local historian George T. Swaim, the largest boost in the development of the early town occurred in 1877 with the discovery of the Altoona coal deposits and the formation of the *Altoona Coal Company*. The company began construction of a narrow gauge railroad, completed in 1879, between the main *N&W* tracks and the coal deposits. At this time, the future town consisted of three houses and two businesses.³

With industrial land uses spurred by the proximity of natural resources, commercial and residential development soon followed. At or near the same time as the Bertha-Altoona

¹ Conway Smith, *The Land That is Pulaski County* (Pulaski, Edmunds Printing, 1981), p. 329

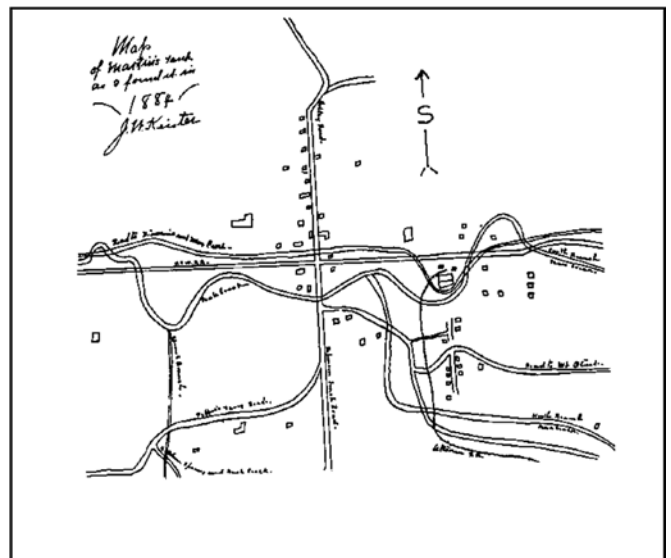
² Smith, p. 229 and R. Lloyd Matthews, *The History of the Pulaski Railway Station* (Roanoke: Progress Press, 2005), p.8.

³ George T. Swaim, *The History of the Town of Pulaski, Virginia 1877 to 1911*, page 6 and Smith, pp. 319-320.

development was taking place, the Martin family began selling off portions of their property. For about \$35,000, the Martin's conveyed several parcels to various development companies including: *Swansee Land Co.*, *Martin Land Co.*, *Lake Spring Land Co.* and the *Pulaski Land & Improvement Co.* The *Pulaski Land & Improvement Co.* in particular would be responsible for creation of large residential and commercial tracts in the present downtown area.⁴

By the late 1870's, the town began to experience the growth of industrial land uses. Plentiful coal and water resources, coupled with large zinc deposits in neighboring Wythe County, led to the formation of the *Bertha Mineral Company* and the construction of its furnace complex near the former site of *Magnox/Nanochemonics*. Beginning operations on February 19, 1880, the company and its facilities expanded quickly to include purchase of the *Altoona Coal Company*. This area still forms the western boundary of the town's downtown heavy industrial district.⁵

By 1884, as the map drawn by Dr. J.W. Keister shows, Valley Street formed the first "main" street of "Martin's Tank". Residential and commercial uses were concentrated around this street, with an additional residential area located to the north of the *Bertha Mineral Co.* in the vicinity of what are now Altoona Street, Magazine Street and Mt. Olivet Road. The *Bertha Mineral Co.*'s complex formed the industrial heart of the community at that time, with the remainder of land uses being primarily agriculture with the current downtown a low lying wetland. Dr. J.W. Keister's 1884 Map of "Martin's Tank"⁶ is at right.



Post-Incorporation Land Use-Expansion and Variation: 1886-1910

Following its incorporation as "Pulaski City" on February 24, 1886, the town experienced a boom that lasted throughout the rest of the 19th century until 1910. The land use patterns would change greatly within the community primarily as a result of three factors, the location of new industries in town, the engineering of Peak Creek; and the town becoming the terminus of area rail service.

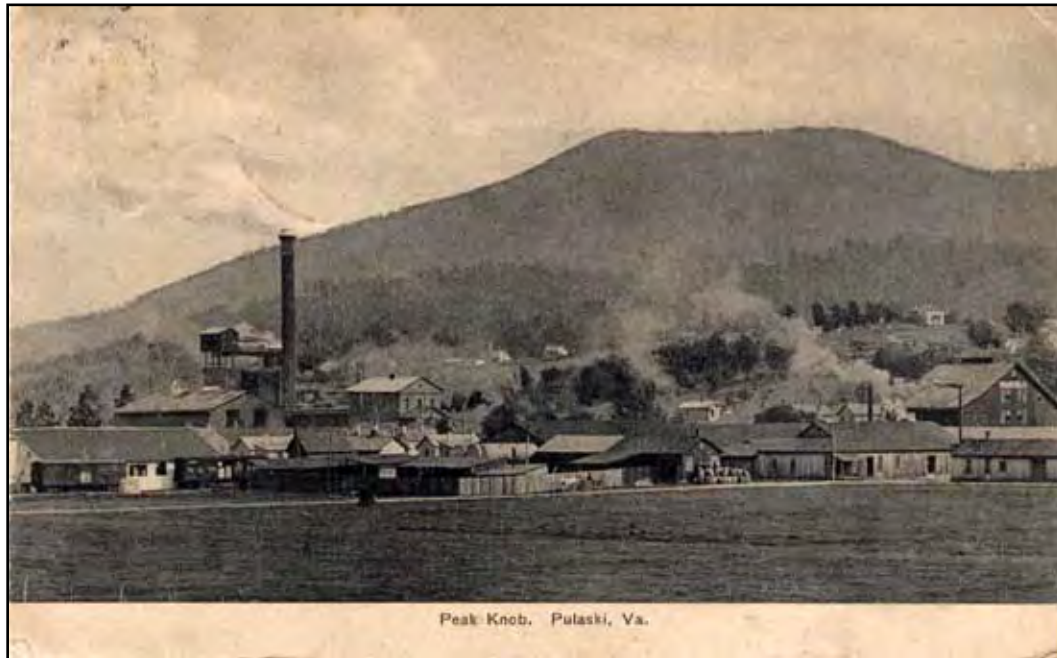
The town's industrial base grew quickly as it became a center of mineral processing and smelting. The *Pulaski Iron Co.*, located on the present site of *Gem City*, began production in 1888, followed by the *Dora Furnace* in 1890. Experiments in ridding iron ores of sulfur content resulted in 1904 of the formation of the *Pulaski Mining Company* which specialized in the production of sulfuric acid. Later purchased by *Allied Chemical*

⁴ Swaim, p. 7.

⁵ Swaim, p. 6 and Smith, p. 319-320.

⁶"Map of Martin's Tank, 1884" by J.W. Keister, Smith, p. 502.

Company, the plant would operate until 1976.⁷ The location of these industries along the railroad resulted in the establishment of an industrial land use zone, which still forms the I-2 Industrial District in the south side of the town.



An early view of Pulaski Iron Company with Draper Mountain in the Background.

Commercial development was fueled by the channeling of Peak Creek by the *Pulaski Land & Improvement Co.* accompanied by the draining and filling of the wetlands to the north of the railroad and the construction in 1884 of the *Maple Shade Inn* and in 1888 of the *NW* passenger station.⁸ The location of these two bustling transportation centers helped attract businesses to the Commerce Street area which became the business center of the town.

Commercial activity also became established north of the newly minted canal. Following the canal's completion, slag from local industries was used as fill to build up the former low-lying wetland terrain. Commercial businesses, such as the *Hotel Pulaski* began to fill in the newly reclaimed land. By 1896, the moving of the county seat to the Town of Pulaski and construction of the courthouse brought new business activity to the present downtown area.

The increase in employment opportunities also resulted in the substantial growth of residential areas within town. By 1890, residential land use, as the photograph below indicates, was primarily found along what is now Randolph Avenue, Henry Avenue and Mt. Olivet. New areas were taking root south of Dora Highway along what is now First Street S.E. to Fifth Street, S.E. and the Jackson Avenue/Stuart Avenue area.

⁷ Smith, pp. 319-321; pp. 334-335.

⁸ Smith, p. 379 and Matthews p. 11.

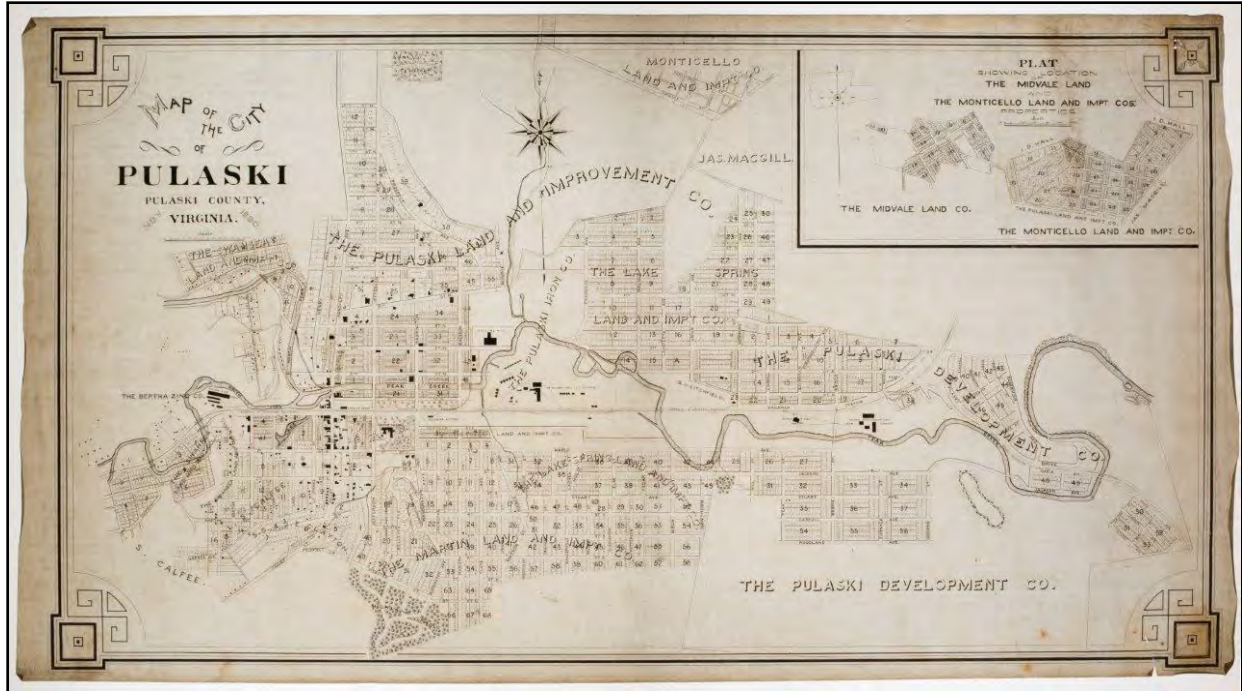
Commercial businesses were making inroads into the newly drained area north of the Peak Creek channel.



**Pulaski-Circa 1890. Passenger Station Circled for Reference,
Pulaski Iron Co. located to the left.⁹**

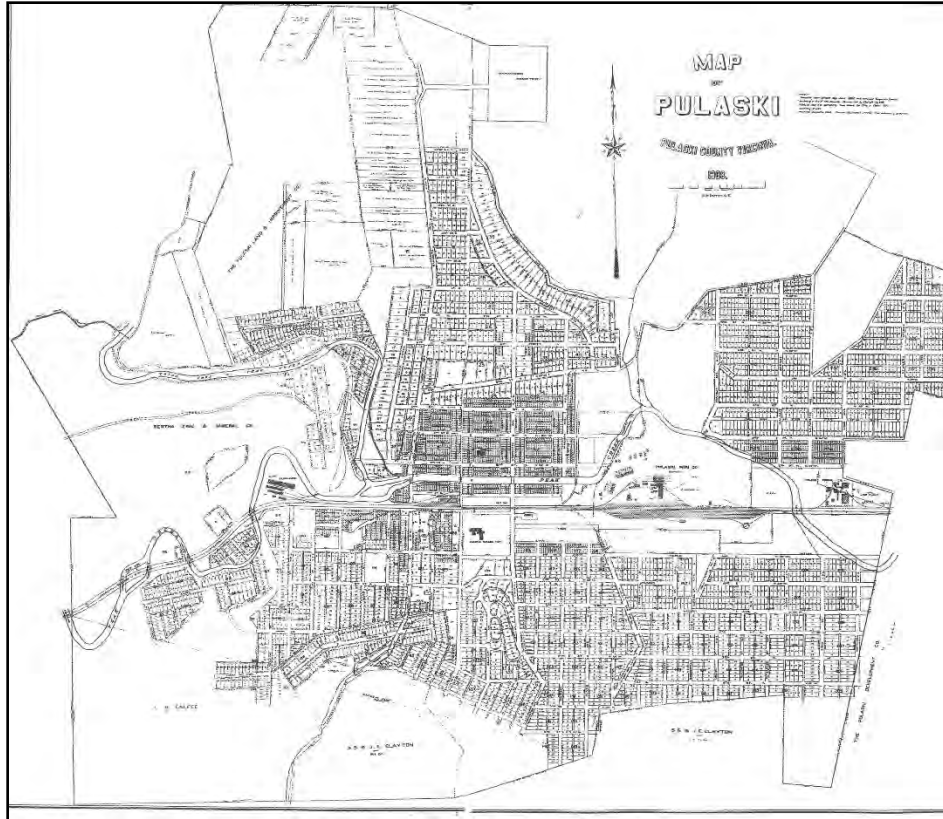
Between 1900 and 1910, Pulaski's population increased nearly 71%. Arrival of new residents triggered a construction boom in residential areas as well as the commercial areas. By 1908, the western portion of the town was beginning to acquire the familiar appearance it has today with respect to land uses. While commercial and industrial land uses remained confined primarily to the corridor surrounding both sides of the railroad and the present day downtown, residential development spread quickly both north and south.

⁹ Matthews, p. 6.



A map of the Town of Pulaski as it appeared in 1890.

By 1908, residential areas had begun development in three major areas. The first area was bordered by 4th Street, N.W. in the south; 13th Street, N.W. in the north; Monroe Avenue in the east to Randolph Avenue in the west. The second area extended south from what is now 1st Street, S.E and S.W back to the foothills of Draper's Mountain along a line of present day streets Crestline Drive, Bunts Street, 6th Street, S.E. and S.W. and Valley Road. The third residential area took shape across the former loop of Peak Creek and was bounded by 2nd Street, N.E. to the south; Peppers Ferry Road and 8th Street N.E to the north; Ridge Avenue to the east and Franklin Avenue to the west. Access to this area was by Pepper's Ferry Road which passed north of the current location of *Pulaski Middle School*. These areas of residential development may still be seen in today's zoning map as the R-4 Residential District extending throughout the south side and east central areas of town.



1908 Map of the Town of Pulaski¹⁰

Some industrial development of smaller firms was noted during this time period. Most prominent was the *Pulaski Foundry and Machine Company* founded by the Bunts brothers on First St., N.E. The firm was later sold to *General Chemical*. Two of the main buildings of that complex are still standing.¹¹

Industrial Transition: 1910-1940

Up to this point in time, the Town of Pulaski's four major industries, *Bertha Zinc*, *Pulaski Iron Co.*, *Dora Furnace*, *Allied Acid Plant*, had provided a stable local economy that had fueled residential and commercial growth. Beginning in 1910 with the closure of the *Bertha Zinc Works*, the Town of Pulaski began to transition to a new industrial base. This transition would result in the loss of long standing industries, such as *Dora Furnace* in 1920 and the *Pulaski Iron Co.* in the early 1930's, and the establishment of new textile and furniture industries that would be the mainstay of the town's economy into the 21st Century.¹²

The industrial transition got off to a slow start, placing the Town of Pulaski under economic stress during the 1910's and early 1920's. In 1916, the *A. V. Victorious Company* would establish *Paul's Knitting Mills* at the corner of Commerce Street and

¹⁰ 1908 *Pulaski Town Map*, Engineering Department Town of Pulaski.

¹¹ Smith, pp. 437-438

¹² Smith, pp. 434, 436.

Lagrange Street. Also in 1916, the Bunts family established the *Pulaski Foundry and Manufacturing Corporation* on the former site of *Nanochemonics*.¹³



An Early View of Pulaski's Southside Industrial Corridor¹⁴

In response to the closing of the *Dora Furnace* and the generally slow economy, the Town of Pulaski, acting on tips of investors looking for sites for a new furniture factory, purchased a tract of land between Third St. and Fifth St for \$20,000. In 1923, the Town of Pulaski successfully lured the *Coleman-Vaughn Furniture Company* to town by offering twelve acres of prime property. Shortly thereafter, similar firms followed including *Pulaski Mirror Company* (1923), *Pulaski Furniture Corporation* (1924), and the *Pulaski Veneer Corporation* (1926).¹⁵

Despite the Depression of the 1930's, Pulaski was also successful in attracting several textile operations to the community. Starting with the *Dobson-Miller Corporation* (later known as *Sadler Hosiery Mills*) in 1927, production of textiles expanded with the addition of *Virginia Maid Hosiery Mills* in 1928, the *Wallner Silk Hosiery Mills* in 1936, *Jefferson Mills* in 1938, and the *Acme Hosiery and Dye Works* in 1938.¹⁶

The Depression years, however, took a toll on the Town of Pulaski's business and industries. The *Pulaski Iron Company* shut down in the early 1930's and the *Pulaski Engineering Works*, formerly operated by the Bunts family as *Pulaski Foundry and Manufacturing Corporation*, closed in 1936.¹⁷

¹³ Smith, pp. 437-438.

¹⁴ Town of Pulaski, Dept. of Economic Development

¹⁵ Smith, p. 436.

¹⁶ Smith, pp. 434-435.

¹⁷ Smith, p. 322. and p. 438.

The main effect upon land use that these industries had was the establishment of the current I-2 Industrial District, which extends from Washington Avenue in the west, to Edgehill Drive in the east, and from 3rd Street, N.E., north to 5th Street, N.E. Furthermore, the concentration of textile operations, in the town's southwest side, resulted in an expansion of industrial land uses southward, particularly between Commerce Street and 1st Street, S.W. This widened the historic industrial/transportation corridor, which paralleled the railroad on the southern side of town.

War and Post-War Development: 1940-1960

The coming of World War II saw the community's land use pattern undergo only minor changes due to the rationing of building material during the war. Pulaski's industries and rail facilities played a prominent part in the local economy producing goods and transporting men and material for the war effort.

During these years the most prominent growth in the area was fueled by the *Radford Army Ammunition Plant* and its facilities in nearby Dublin and Montgomery County. Due to the area's housing shortage, the federal government commissioned the creation and construction of MacGill Village, at that time just outside of the town's boundaries, to house workers for the new facilities.

While there were some minor additions to the Town of Pulaski during this time period, a large scale annexation, as well as adoption of a Zoning Ordinance and Zoning map in 1957, showed growth of residential districts particularly in the northeast section of the town. This area extended from Mashburn Avenue northeast along Pepper's Ferry Road to English Forest Road, thence south to the present day Bob White Boulevard area. An additional area of residential growth was located between Pepper's Ferry Road and Route 11. While some portions of this area, Cardinal Drive and Oakhurst Avenue, would develop as low-density single family areas, most would develop in time as medium-density residential small lot developments. Additional residential areas were designated along Alum Spring Road, Pleasant Hill Drive, Lowmoor Avenue and Byrd Drive.

Business areas were added along Route 11 from Pleasant Hill Drive to Fifth Street, N.E. and along 3rd Street, N.E. An additional industrial area was added east of present day Bob White Boulevard.

Land use at the end of this period tended to follow its historic movement northeast along the major roads of Pepper's Ferry Road, Newbern Road, and Route 11. Land uses along these in-town roads were primarily residential uses. Route 11 added business areas leading into the central commercial area and the industrial heart of downtown.

Commercial Shift and Residential Contraction: 1960-1980

By 1960, Pulaski stood at its highest population of 10,469 persons. Having weathered the recession in the late 1950's, the community appeared poised for further growth. With the opening of Interstate 81 through Pulaski County, the construction of the present day Route 99, the construction of present day Bob White Boulevard and the

construction of “strip malls” in town, there was shift of land uses to the northeast, contributing to a weakening of the Town of Pulaski’s economic position.

The most far reaching and damaging change to the Town of Pulaski’s economic position was the construction and opening of Interstate 81 through Pulaski County. The town found itself, for the first time in its history, no longer on the main route of travel through the area, a change which would have profound impact upon the downtown. In addition the decline of passenger rail service, which ceased in 1971, further reduced the influx of travelers through the Town.

The construction of the present day Route 99 and Bob White Boulevard, opened up new commercial areas and fostered the movement of retailers from downtown to new locations to the northeast. The straightening of Peak Creek and creation of the new four-lane Route 99, while giving access to the new interstate, also provided readily accessible commercial locations for businesses. With its linkage to newly built Bob White Boulevard, Route 99 became the newest commercial corridor for the town’s expansion to the northeast. By replacing Dora Highway as the main eastern entrance to town, incoming traffic was directed away from downtown.

The final change assisting in the restructuring of commercial land use during this period was the increasing presence of “strip malls”. Starting with the *Maple Shade Plaza* in the early 1960’s, strip malls sprang up in various locations throughout town, which resulted in new concentrations of commercial activity in the existing town, and new centers of activity further from downtown. One noticeable result of these centers was the movement of existing businesses out of downtown or the location of new commercial businesses further from downtown.

This time period saw an expansion of residential land uses to the northeast. New residential areas sprang up in such areas as Pleasant Hill Drive, Oakhurst Avenue, Hermosa Drive, Cardinal Drive, Claremont Court, Windsor Avenue and Monte Vista Drive. With the construction of Memorial Drive in the mid-1970’s and the location of *White Motors*, now *Volvo*, to Pulaski County, new residences were constructed in the Hopkins Drive, Collins Drive, and Westwood Drive areas. While most of these areas were for single-family detached residences, multi-family areas were constructed along Medallion Drive, Alum Spring Road, and on Route 11.

During this time period, industrial activity remained confined to its traditional areas, with the addition of an industrial area in the vicinity of *Xaloy* and *Pulaski Apparel*.

An examination of the 1965 Zoning Map, shows that most of the land use classifications remained in place from the 1957 Zoning Ordinance. Most changes in land use, as described above, resulted from development expanding into the northeast section of the town annexed in 1958. While most of the new area was zoned residential, commercial areas began springing up along the newer roads constructed in the eastern and northeastern part of town.

Uncertainty and Transition: 1980-2000

The Town of Pulaski struggled during the 1980's and 1990's as its industrial base began to contract. The 1980's saw the beginning of this contraction by the closure of the traditional industrial operations of *Sadler Hosiery Mill and Virginia Maid* and the consolidation of *Coleman Furniture* with *Pulaski Furniture*. Additional industries, such as *RENFRO and Lee Jeans/Sparkle*, stepped in to provide new or expanded employment for workers in areas already zoned for industrial land use.

With the 1987 Boundary Adjustment, residential land uses were expanded to the northeast. The 1987 Zoning Map shows areas along Route 11 were primarily zoned for residential use; while the area along Bob White Boulevard, was zoned for a variety of commercial, industrial, residential, and agricultural uses.

The Town of Pulaski's commercial activity continued to shift northeast with the moving of long standing businesses, such as *Roses, Kroger*, and automotive dealerships to new locations on Route 99 or Bob White Boulevard. In addition, in the late 1980's a new commercial area on a portion of the former Allison Farm, site of the current *Memorial Square Shopping Center*, was approved on Memorial Drive.

Single family detached residential development during the 1980's and 1990's slowed from its 1970's pace. New residential areas, such as *Governor Floyd's Farm and Bainbridge*, were developed along Newbern Road and Bob White Boulevard. New multi-family units, *Washington Square, Pulaski Village and Laurel Wood*, were built on Oakhurst Avenue, Memorial Drive and Burgis Avenue.

In the 1990's the land uses in the Town, as established in the 1987 Zoning Regulations, remained stable until later in the decade. Residential development began in *Pepper's Ferry Meadows*, as portions of the Allison Estate passed to new owners. The Town of Pulaski purchased approximately 144 acres adjacent to the former *RENFRO Newbern Road Plant and Caterpillar* production facilities, as a site for new heavy industry, the largest single dedication of land for industrial use since the establishment of the furniture industries nearly eighty years before. Conversely, a proposed rezoning of 45 acres on Memorial Drive for commercial use to accommodate a proposed shopping area was defeated due to neighborhood opposition.

Economic Dislocation and Reinvestment: 2000-2014

The 21st Century brought a series of events that challenged and changed the very fabric of the community's economic and social life. The terrorist attacks of September 11, 2001, with the housing collapse and near meltdown of the nation's financial institutions in 2007-2008, injected an additional element of uncertainty and contributed to restricted access to capital for investment. As the community was caught up in the changes caused by this loss of business and industry, nature itself dealt the town a blow as the Tornado of April 8, 2011 damaged more than 10% of the town's housing.

These adverse events, however, led the Town of Pulaski to begin a process of redefinition and reinvestment to secure its future through reuse of existing land resources for commercial, residential and industrial redevelopment.

Economic Change and Redevelopment

Economic Dislocation

The economic transition from a manufacturing economy continued unabated as the town's industrial base continued moving overseas. Textiles, a mainstay of the town's economy since the 20's and 30's all but vanished with closure of *RENFRO* in 2004. This left the Town of Pulaski and Pulaski County with only one functioning textile producer, *Jefferson Yarns*, in operation. Likewise, the long tenure of the furniture industry in the community came to an end with the closure of *Pulaski Furniture* in 2007 and the closure of *Virginia Church Furniture* and *Virginia Wood Products* in 2014. Due to a combination of corporate restructuring and problems in the coal industry, *Catepillar* closed its production facility in 2014.

The community also experienced losses in commercial establishments, particularly small business, throughout the town. Two large profile commercial businesses left town during this time, with the closure of Kroger in 2004 and the relocation of Walmart to Dublin in 2007.

Residential construction continued in existing residential areas in the northeast. Due to the restriction on residential loans after the 2007-2008 housing collapse and the recession that resulted, residential construction in the Town dropped off rapidly. Residential development was further constrained by the drop in assessed values, that resulted in many residences being valued less than their mortgage value. The result was an increase in the number of loan defaults and foreclosures or the outright abandonment of some properties.

Reinvestment and Redevelopment

From 2007 to the present, several large scale investments were made in the community by private developers and the Town utilizing private and public investment in industrial, commercial and residential development. These investments did not change existing land uses within town, but resulted in reinvestment in designated land use zones.

Industrial Redevelopment

Regarding industrial development, the Town of Pulaski managed to make up for some of the losses in employment with the addition of new industries. In 2007, production began at the *James Hardie Building Products* facility located on Wurno Road at the Pulaski Business Park. The facility, the largest of *Hardie's* plants located in the U.S., specializes in the manufacture of concrete fiber board.

Not only was new industrial construction evident, but there was also reuse of existing structures by new industries. By August 2013, *Falls Stamping & Welding Company* announced that it would be locating in the former *RENFRO* plant on Commerce Street. Operations at the refurbished facility commenced in 2014.



Commercial Redevelopment

Commercial redevelopment lagged somewhat with the continuing loss of small businesses. Nevertheless, due to citizen and town efforts, *Magic Mart* located in the space at *Memorial Square Shopping Center*, previously vacated by *Walmart*. Thanks in part to further citizen involvement coupled with efforts by the Town of Pulaski and Pulaski County, *Tractor Supply* opened in the former *Kroger* building in 2008. In addition, in 2012-2013, investors began buying properties in downtown for potential investment in creating new businesses.

The largest commercial redevelopment effort to date took place in 2015, with the investment by SHAH Development, L.L.C in the redevelopment of Calfee Park and the demolition and adaptive reuse of former warehouse space on First Street, N.W. an investment of nearly \$8 million.

The change in ownership of the local minor league baseball franchise in 2014, coupled with the lack of available housing for players, potential tourists and persons cycling the New River Trail, led to the creation of the Jackson Park Inn on First Street, N.W. The former *Virginia Foods Warehouse* was converted into a hotel/inn to accommodate players and managers from the local New York Yankees affiliate during the Appalachian League



summer season from June until September. Following the end of the season, the Jackson Park Inn will be utilized as a standard motel.

Not only will the Jackson Park Inn provide lodging, but it will also provide a conference center for meetings by large groups for seminars and special occasions. The Inn will also house a small restaurant to provide dining for guests and groups utilizing the conference center.

In connection with the *Jackson Park Inn* project, the sale and refurbishing of *Calfee Park* resulted in numerous improvements to that historic area. While maintaining the historic sections of the park, new facilities were added including new umpire and visiting team locker rooms, a new press box, a new concession stand, refurbished home team locker rooms, new overflow parking lots and parking for handicapped persons close to the playing field. The most unique new feature of the park is a two story jumbotron allowing all fans to view game related information and live pictures during the game itself.



New improvements at Calfee Park including the press box area and jumbotron.

The total estimated cost of these two projects was approximately \$8 million.

Public Investment

Public investment by the Town of Pulaski was most visible at the intersection of Commerce Street and South Washington Avenue. The refurbishing of the *Maple Shade Plaza* begun by the Town of Pulaski and continued by Pulaski County, resulted in the former shopping center being reconfigured and upgraded for a variety of private businesses and Pulaski County offices.

In 2008, the Town completed the New River Trail Extension, which linked the Pulaski Passenger Station with the New River Trail. The 2.5 mile trail extension allows hikers and bikers to get on the trail at the passenger station and go directly, via the New River Trail, to Galax.



The loss of the Pulaski Passenger Station to a disastrous fire in November 2008, spurred the reconstruction of the historic facility, which was completed in 2011. The station was reconfigured as a meeting facility for use by the public and as a place of business for persons renting bicycles to use on the trail. Furthermore, the structure was rebuilt to the exact specifications and appearance of the previous structure so the building would retain its place on the National Register of Historic Places.



The reconstructed train station was completed in June 2011.

The station fire also resulted in the construction of a new Raymond F. Ratcliffe Transportation Museum next to the Maple Shade Plaza. Featured by the museum is an O Scale model railroad replica of the town, as it appeared in the mid-1950's. Also featured are antique vehicles and numerous exhibits of artifacts both donated and salvaged from the station fire.



Citizens at Museum Opening.

Residential Redevelopment

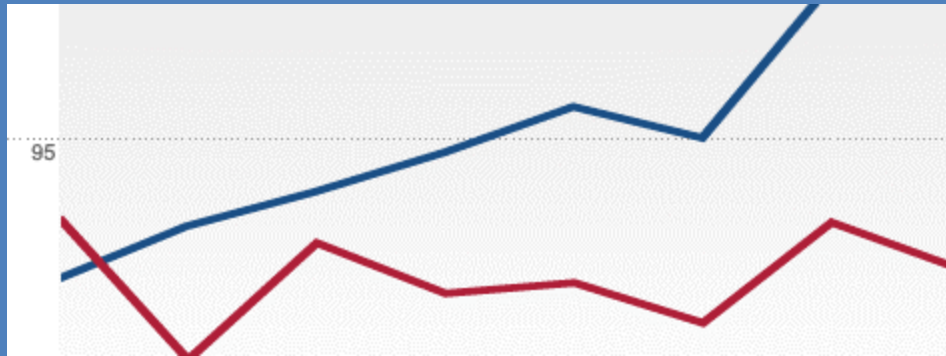
Redevelopment of housing resources took place in residential districts in the southeast and southwest portions of town, as a result of state housing grants and in response to a natural disaster. The Dora Highway Housing Grant was a program designed to upgrade residential housing for qualified applicants in the project area. The grant was used for substantial rehabilitation of existing homes and if needed, construction of new units to replace residences no longer habitable in the southeast section of the Town.



The largest effort by far was the recovery from the “Tornado of April 8, 2011”. Approximately 10% of the Town’s housing, located in the western and southwestern portion of the Town, was damaged or destroyed by the EF2 tornado. Initial rebuilding and repair efforts were funded by donations, with repairs done by volunteer labor with later efforts funded by a grant from the state. Projects in the affected area included the repair, restoration, and rehabilitation of homes and construction of new homes to replace those severely damaged or destroyed by the storm.



Home on South Jefferson Avenue destroyed by tornado and replaced with new construction.



Indicators

Population

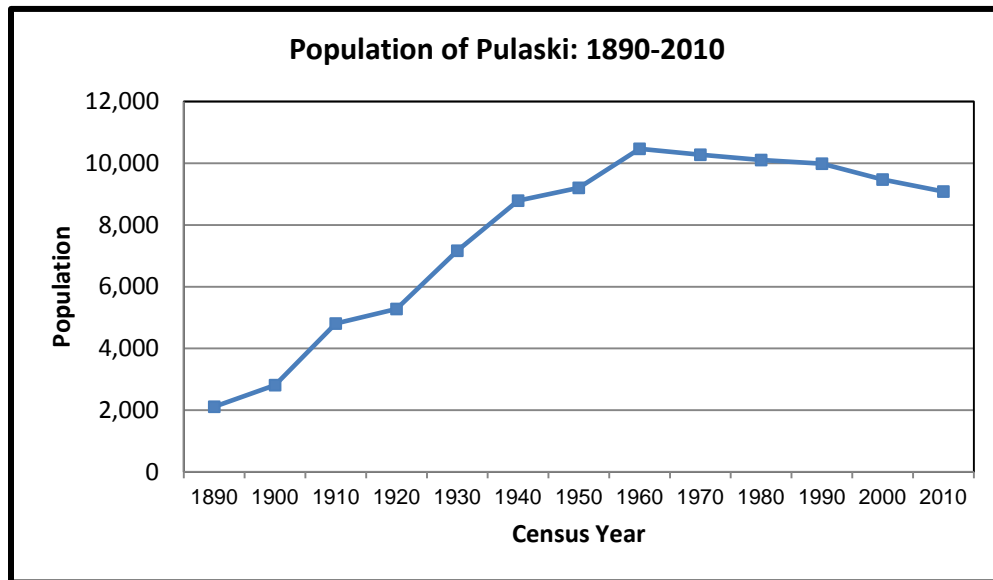
The Town of Pulaski has experienced a loss of population since it reached its peak of 10,469 in 1960. In the following three decades the population dropped by an average of 1.5% each decade, but in the 1990-2000 decade the rate of loss increased to 5.1%. The rate of loss slowed somewhat to 4.1% by 2000-2010.

According to the U.S. Census Bureau, the Town's official population in 2010 was 9,086, a 13.1% drop from 1960. Correspondingly, the Town's population as a portion of Pulaski County's population, fell from 38.41% in 1960 to 26.06% in 2010.

Table 1: Census Population Data for Town of Pulaski and Pulaski County

Census Year	Town of Pulaski Population	% Change in Town Population from Previous Census	Pulaski County Population	Town as Percent of County Population
1890	2,110	-	12,790	16.50%
1900	2,813	33.32%	14,609	19.26%
1910	4,807	70.89%	17,246	27.87%
1920	5,282	9.88%	17,111	30.87%
1930	7,168	35.71%	20,566	34.85%
1940	8,792	22.66%	22,767	38.62%
1950	9,202	4.66%	27,758	33.15%
1960	10,469	13.77%	27,258	38.41%
1970	10,279	-1.81%	29,564	34.77%
1980	10,106	-1.68%	35,229	28.69%
1990	9,985	-1.20%	34,496	28.95%
2000	9,473	-5.13%	35,127	26.97%
2010	9,086	-4.09%	34,872	26.06%

Figure 1: Population Trendline



Recent annual estimates from the Census Bureau indicate a continuing decline in the Town's population from the 2010 Census figure. Estimates for the Town of Pulaski indicate a population of 8,909 as of July 1, 2014, which if accurate, is a 1.9% decline from the official 2010 population count for the Town.

**Table 2: Census Bureau Provisional Population Estimates
Town of Pulaski 2010-2014**

Year	Census Estimated Provisional Population (as of July 1st)
2010	9,086
2011	9,017
2012	8,999
2013	8,948
2014	8,909

Source: U.S. Census Bureau; Weldon Cooper Center

Current population projections provided by the Weldon Cooper Center predict a continued decline in the Town’s population. It should be noted that these projections were last updated in 2012 and are largely based on extension of past trends.

Table 3: Population Projections

Locality	2010	2020	2030	2040
Town of Pulaski	9,086	8,746	8,406	8,066
Giles County	17,286	17,821	18,283	18,683
Floyd County	15,279	15,902	16,311	16,645
Pulaski County	34,872	35,655	36,580	37,436
Montgomery County	94,392	105,293	116,278	127,338
Radford City	16,408	17,392	18,392	19,318

Source: 2010 Census, U.S. Census Bureau; Weldon Cooper Center Projections for Virginia Counties, Cities, and Large Towns.

Population Characteristics

The table on the following page shows the 2010 population by age group for the Town and Pulaski County. The Town shares with the nation as a whole the trend towards an older population. The primary source of this trend is the aging of the “Baby Boomer” generation (persons born between 1946 and 1964) and out-migration of younger persons from the community.

Between 2000 and 2010, the median age of the Town’s population rose from 40.3 years to 41.8 years. As the bar graph on the following page shows, this general aging of the population in the Town becomes evident at about age 45 and is most pronounced between ages 45 and 64. The Town also has a significant component of citizens age 65 and over. A decline in the school age population (ages 5 to 19) and of persons in their early twenties is also indicated by the graph.

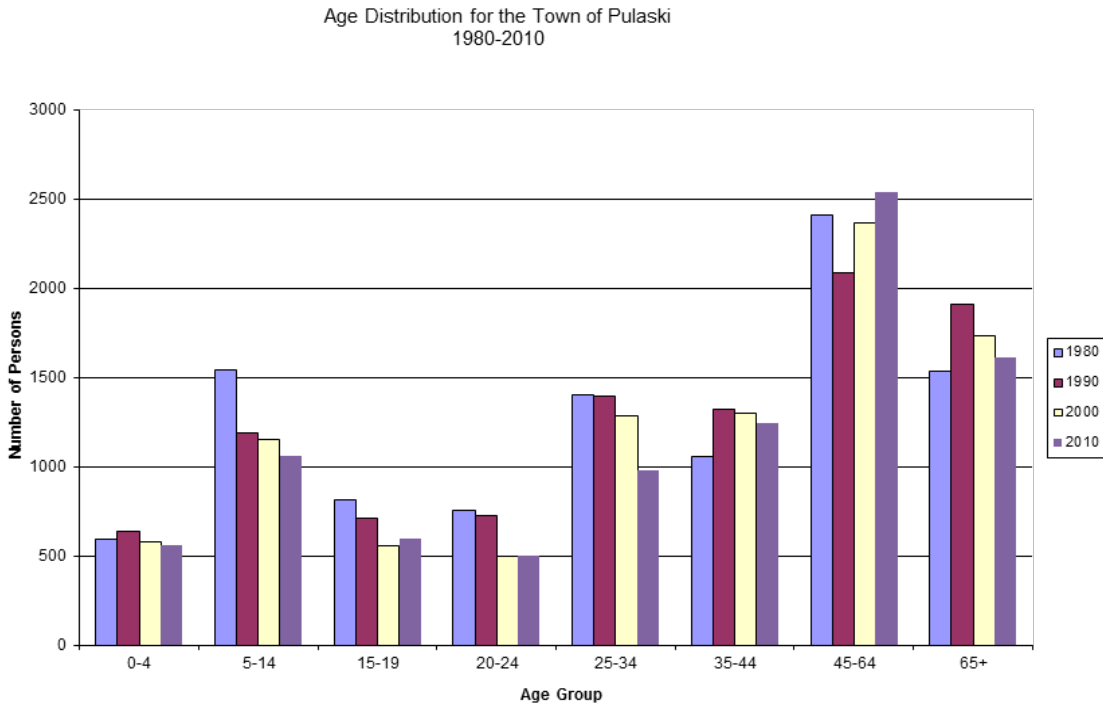
According to 2010 Census data, gender distribution in the Town of Pulaski was 47.2% male (4,289) and 52.8% female (4,797).

Table 4: 2010 Population by Age Group

Age Group	Town of Pulaski		Pulaski County	
	Number	Percent	Number	Percent
Under 5	561	6.2%	1,716	4.9%
5 - 9	538	5.9%	1,838	5.3%
10 - 14	520	5.7%	1,970	5.6%
15 - 19	594	6.5%	2,042	5.9%
20 - 24	499	5.5%	1,750	5.0%
25 - 34	978	10.7%	3,611	10.4%
35 - 44	1,243	13.7%	4,947	14.2%
45 - 54	1,273	14.0%	5,322	15.3%
55 - 59	656	7.2%	2,708	7.8%
60 - 64	609	6.7%	2,737	7.8%
65 - 74	806	8.9%	3,631	10.5%
75 - 84	556	6.1%	1,922	5.6%
85 years and over	253	2.8%	678	1.9%
Total	9,086	100.0%	34,872	100.0%

Source: U.S. Census Bureau, 2010 Census

Figure 2: Age Distribution 1980-2010



According to 2010 Census data in the table below, Pulaski has a large proportion of white residents. Compared to the 2000 Census, the number of white and black residents has declined slightly, but the percentages have remained about the same. The number and percentage of residents identifying as two or more races has increased. The percentage of residents of Hispanic or Latino origin is about the same as in 2000.

Table 5: Town of Pulaski 2010 Race and Hispanic Origin

	Number of Residents	Percent
One race	8,899	97.9%
White	8,086	89.0%
Black or African American	708	7.8%
American Indian or Alaska Native	24	0.3%
Asian	53	0.6%
Native Hawaiian or other Pacific Islander	1	0.0%
Other race	27	0.3%
Two or more races	187	2.1%
Total population	9,086	100.0%
Hispanic or Latino (of any race)	172	1.9%

Source: U.S. Census Bureau, 2010 Census.

Income

The table below shows household income distribution in Pulaski, Pulaski County, and Virginia. While there are some similarities between the Town and County distributions, household income clearly skews to the higher income categories for Virginia as a whole.

Table 6: Household Income Distribution

	Town of Pulaski	Pulaski County	Virginia
Total number of households	4,037	14,875	3,022,739
Income			
Less than \$10,000	12.7%	8.2%	5.7%
\$10,000 to \$14,999	6.9%	5.7%	4.1%
\$15,000 to \$24,999	21.4%	13.5%	8.5%
\$25,000 to \$34,999	10.9%	11.0%	8.7%
\$35,000 to \$49,999	17.5%	17.1%	12.4%
\$50,000 to \$74,999	17.0%	21.0%	17.6%
\$75,000 to \$99,999	6.7%	11.4%	12.9%
\$100,000 to \$149,999	5.3%	8.2%	15.4%
\$150,000 to \$199,999	0.4%	2.0%	7.1%
\$200,000 or more	1.1%	1.6%	7.6%

Source: U.S. Census Bureau, 2013 American Community Survey 5-Year Estimates.

While the Town and the County experienced increases in median household income between 2000 and 2013, the increase at the state level was greater, thus making the gap between the localities and the state wider. The Town's median household income in 2013 was 53% of the state figure, while the County's median household income was 69% of the State figure.

According to data in the table above and the table on the following page, the Town continues to struggle with lower incomes and significant levels of poverty. The median and per capita income figures in Table 8 indicate that, while Pulaski has seen growth in income, the corresponding measures for Virginia have grown more. Thus, the gap between Pulaski and the State has widened.

Table 7: Income and Poverty Characteristics

	Town of Pulaski	Pulaski County	Dublin	Town of Floyd	Pearisburg	Christiansburg	Narrows	Radford	Virginia
Median Household Income	\$33,568	\$44,312	\$34,234	\$35,208	\$46,645	\$50,348	\$40,434	\$30,714	\$63,907
Median Family Income	\$38,268	\$54,224	\$50,481	\$38,438	\$56,250	\$59,608	\$45,821	\$57,450	\$76,754
Median Nonfamily Income	\$19,578	\$24,067	\$18,906	\$31,500	\$21,154	\$37,205	\$24,432	\$18,112	\$39,685
Per Capita Income	\$20,096	\$23,987	\$16,160	\$19,446	\$26,635	\$26,239	\$21,490	\$16,181	\$33,493
Percent Households with Social Security	37.2%	38.5%	29.1%	43.0%	44.2%	23.7%	39.2%	22.9%	27.0%
Percent Households with Supplemental Security Income	8.8%	5.8%	8.2%	8.7%	9.5%	3.7%	7.1%	3.8%	3.9%
Percent Households with Cash Public Assistance	2.4%	2.5%	8.3%	7.9%	0.0%	2.6%	2.5%	0.8%	2.1%
Percent Households with Food Stamp/SNAP Benefits in Last 12 mos.	26.7%	14.2%	18.1%	31.0%	12.7%	13.4%	13.1%	11.6%	9.1%
Percent All People Below Poverty Level	22.4%	13.9%	16.9%	19.0%	18.5%	12.9%	13.7%	37.7%	11.3%
Percent Families Below Poverty Level	15.4%	9.8%	10.7%	19.7%	11.6%	10.8%	8.6%	13.4%	8.0%
Percent Families with Female Householder Below Poverty Level	36.6%	31.4%	31.5%	53.2%	37.5%	46.5%	5.8%	33.8%	24.8%
Percent Individuals 65 and older Below Poverty Level	11.2%	8.6%	1.9%	16.4%	14.9%	4.8%	6.5%	16.4%	7.7%

Source: U.S. Census Bureau, 2013 American Community Survey 5-Year Estimates.

Table 8: Median and Per Capita Income 1980-2013

Town of Pulaski				
	1980	1990	2000	2013
Median Household Income	\$11,744	\$19,184	\$25,481	\$33,568
Median Family Income	\$14,512	\$24,970	\$36,339	\$38,268
Per Capita Income	\$5,744	\$10,352	\$21,338	\$20,096
Median Nonfamily Income	\$5,212	\$11,135	\$12,256	\$19,578
Pulaski County				
	1980	1990	2000	2013
Median Household Income	\$14,482	\$23,319	\$33,873	\$44,312
Median Family Income	\$16,247	\$28,057	\$42,251	\$54,244
Per Capita Income	\$5,822	\$11,074	\$18,973	\$23,987
Median Nonfamily Income	\$5,673	\$11,977	\$18,726	\$24,067
Virginia				
	1980	1990	2000	2013
Median Household Income	\$17,475	\$33,328	\$46,677	\$63,907
Median Family Income	\$20,018	\$38,213	\$54,169	\$76,754
Per Capita Income	\$7,478	\$15,713	\$23,975	\$33,493
Median Nonfamily Income	\$6,908	\$21,030	\$29,642	\$39,685

Source: U.S. Census Bureau, Decennial Census Data, and 2013 American Community Survey 5-Year Estimates.

Educational Attainment

Educational attainment is believed to influence income and poverty. The table below shows the distribution of educational attainment for the Town, County, and Virginia. In relation to 2000 data, the Town showed significant gains in percentage of individuals with associate, bachelors, and graduate/professional degrees

Table 9: Educational Attainment of Population 25 Years of Age and Older

Education Level	Town of Pulaski	Pulaski County	Virginia
Less than 9 th grade	9.4%	7.0%	5.1%
9 th to 12 th grade, no diploma	16.5%	11.2%	7.5%
High school graduate (includes equivalency)	30.7%	32.7%	25.2%
Some college, no degree	21.3%	21.8%	20.1%
Associate degree	9.1%	11.1%	7.0%
Bachelor's degree	8.8%	11.1%	20.5%
Graduate or professional degree	4.0%	5.1%	14.7%
Percent high school graduate or higher	74.0%	81.8%	87.5%
Percent bachelor's degree or higher	12.8%	16.2%	35.2%

Source: U.S. Census Bureau, 2013 American Community Survey 5-Year Estimates.

In the 1990s, Pulaski County Public Schools developed a program to identify students at risk of dropping out of school and focused efforts on identified students to help them stay in school and graduate. That program continues to pay dividends, as the County continues to have a very low dropout rate. The table below shows dropout rates over the last 11 years for which data is available.

Table 10: Pulaski County Public Schools Annual Dropout Rate for Grades 7-12

	2003-2004	2004-2005	2005-2006	2006-2007	2007-2008	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014
Dropout Rate for Grades 7-12	1.39%	0.96%	1.65%	1.71%	0.52%	2.20%	0.32%	2.10%	1.33%	1.74%	1.19%

Source: Pulaski County Public Schools

Employment

Despite contractions and closings in the sector since 2000, manufacturing is still very important to the area's economy. Manufacturing is no longer the leading sector in terms of persons employed. Educational services and health care employs the most people in the Pulaski County and the Town of Pulaski, followed by manufacturing, and retail trade.

Table 11: Employment by Industry

	2000		2013	
	Town of Pulaski	Pulaski County	Town of Pulaski	Pulaski County
Agriculture, forestry, fishing/hunting, and mining	17	252	4	85
Construction	189	875	93	869
Manufacturing	1,358	5,523	712	3,327
Wholesale trade	75	334	23	202
Retail trade	413	1,879	564	2,030
Transportation and warehousing, and utilities	180	847	164	568
Information	64	250	46	190
Finance and insurance, and real estate and rental and leasing	109	485	140	610
Professional, scientific, and management, and administrative and waste mgmt. services	218	748	329	1,053
Educational services, and health care and social assistance	628	3,192	820	3,720
Arts, entertainment, and recreation, and accommodation and food services	239	827	366	1,164
Other services, except public administration	139	569	124	658
Public administration	154	644	115	727
Total	3,783	16,425	3,500	15,203

Source: U.S. Census Bureau, 2013 American Community Survey 5-Year Estimates

The employment by occupation groups table shows growth in employment in the management, service, and sales/office groups for Town residents. The natural resources/construction and production/transportation/material moving groups saw declines in employment for town residents.

Table 12: Employment by Occupation Groups

	Town of Pulaski		Pulaski County	
	2000	2013	2000	2013
Management, business, science, and arts	830	876	3,948	4,280
Service	630	671	2,323	2,685
Sales and office	857	950	3,734	3,651
Natural resources, construction, and maintenance	291	218	1,916	1,358
Production, transportation, and material moving	1,175	785	4,504	3,229
Total	3,783	3,500	16,425	15,203

Source: U.S. Census Bureau, 2000 Census, and 2013 American Community Survey 5-Year Estimates.

Table 13 shows annual unemployment rate information for Pulaski County. The data show the impact of the economic downturn with higher unemployment rates evident from 2008 through 2013.

Table 13: Annual Unemployment Rates for Pulaski County

Time Period	Labor Force	Employed	Unemployed	Unemployment Rate
2004	18,041	16,958	1,083	6.0%
2005	17,995	17,179	816	4.5%
2006	18,087	17,377	710	3.9%
2007	17,706	16,730	976	5.5%
2008	18,145	16,987	1,158	6.4%
2009	18,123	16,147	1,976	10.9%
2010	16,975	15,091	1,884	11.1%
2011	16,882	15,423	1,459	8.6%
2012	16,903	15,657	1,246	7.4%
2013	16,884	15,615	1,269	7.5%
2014	16,871	15,862	1,009	6.0%

Source: Virginia Employment Commission.

Table 14 includes a list of major employers in Pulaski and Pulaski County.

Table 14: Major Employers in Pulaski Area

Employer	NAICS	Employment Range
Volvo Trucks North America	336120	1,000-4,999
Pulaski County Public Schools	611110	500-999
Wal Mart	452910	500-999
Phoenix Packaging	326112	250-499
New River Community College	611210	250-499
Lewis Gale Hospital Pulaski	622110	250-499
James Hardie	327310	250-499
Nordson Xaloy	333514	250-499
New River Valley Regional Jail	922140	100-249
Highland Ridge Rehabilitation Center	623110	100-249
CVG Trim Systems	314999	100-249
MTM, Inc.	561422	100-249
Korona Candles, Inc	339999	100-249
BondCote Corporation	313320	100-249
Red Sun Farms	111419	100-249
Jefferson Yarns, Inc.	313110	50-99
Falls Stamping & Welding	336370	50-99
Cintas Corporation	812332	20-49

Source: Virginia Employment Commission; U.S. Census Bureau.

Table 15 shows a list of economic development announcements and related job creation in Pulaski County over the period from 2011 to the fall of 2015.

Table 15: Economic Development Announcements 2011 - Fall 2015

Company	Month/Year Announced	New/Expansion	Jobs	Investment (million \$)
Volvo Trucks North America	9 / 2015	E	32	\$38.2
James Hardie Building Products, Inc.	7 / 2014	E	69	\$25
Rick USA Stamping Corporation	6 / 2014	N	10	\$1
Volvo Trucks North America	4 / 2014	E	200	\$69
Alexander Industries, Inc.	1 / 2014	E	64	\$2.88
MTM, Inc.	1 / 2014	E	66	\$1
Korona S.A.	9 / 2013	N	170	\$18.3
Falls Stamping & Welding Inc.	8 / 2013	N	112	\$5.7
Red Sun Farms	3 / 2013	N	205	\$30
Inter Materials, LLC	3 / 2013	E	10	\$0.5
Phoenix Packaging Operations, LLC	11 / 2012	E	100	\$20
Technical Service Group	9 / 2011	E	15	\$0.75
James Hardie Building Products, Inc.	6 / 2011	E	5	\$1
Phoenix Packaging Operations, LLC	4 / 2011	E	100	\$17.5
Bimmerworld	2 / 2011	E	36	\$2.5

Source: Virginia Economic Development Partnership.

Business License Revenue and Building Permits

An indicator of health of the local economy is business license revenue. Table 16 shows the level of business license revenue in the Town of Pulaski for fiscal years 2002-03 through 2013-14.

Table 16: Business License Revenue in Town of Pulaski FY 2003-FY 2014

Fiscal Year	2002-2003	2003-2004	2004-2005	2005-2006	2006-2007	2007-2008
Business License Revenue	\$360,047	\$365,302	\$372,813	\$445,439	\$416,628	\$383,003
Fiscal Year	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014
Business License Revenue	\$322,067	\$417,298	\$391,231	\$404,603	\$420,659	\$403,993

Source: Town of Pulaski; Commonwealth of Virginia, Auditor of Public Accounts

Another indicator of health of the local economy is building permit data. Table 17 shows the annual value of building permits issued and the number of new dwelling units for which permits were issued each year. Residential construction peaks are evident in 1999 and 2005-2006. The James Hardie plant construction project influenced the 2005 total permit value data.

Table 17: Summary of Building Permits Issued by the Town 1991-2014

Total Permits Issued			New Dwelling Units Only	
Year	Number	Value	Number	Value
1991	413	\$5,328,548	4	\$107,295
1992	372	\$2,989,150	23	\$226,000
1993	413	\$9,512,635	34	\$1,128,794
1994	387	\$4,456,237	28	\$996,661
1995	344	\$3,516,442	16	\$739,295
1996	456	\$10,909,028	19	\$1,049,999
1997	401	\$5,407,968	26	\$1,311,137
1998	408	\$6,346,157	10	\$912,400
1999	385	\$5,585,314	47	\$1,929,172
2000	308	\$5,033,742	23	\$2,027,756
2001	234	\$2,547,413	22	\$1,059,000
2002	228	\$2,381,602	15	\$1,184,000
2003	156	\$13,700,098	8	\$666,155
2004	152	\$3,669,130	12	\$1,116,232
2005	201	\$41,873,351	28	\$4,418,800
2006	201	\$8,692,739	26	\$4,241,455
2007	256	\$9,532,042	15	\$1,743,220
2008	169	\$4,314,926	15	\$1,550,117
2009	168	\$3,062,753	7	\$668,899
2010	153	\$2,894,153	4	\$290,000
2011	310	\$8,434,473	11	\$767,860
2012	184	\$10,420,489	9	\$488,000
2013	225	\$7,727,695	16	\$3,352,482
2014	174	\$9,913,454	5	\$249,000

Source: Town of Pulaski

Tourism

Statistics from the Virginia Tourism Corporation, in Table 18, show that the economic impact of travel-related spending by visitors in Pulaski County has grown from \$40.35 million in 2006 to \$53.92 million in 2014. An upward trend in travel-related spending has been experienced by other localities in the New River Valley region. While these figures are estimates, they indicate the growing role of tourism in the region's economy.

Table 18: Tourist/Traveler Expenditures (in millions of dollars) for Localities in the Region

County	2006	2007	2008	2009	2010	2011	2012	2013	2014
Floyd	\$ 16.16	\$ 16.85	\$ 17.92	\$ 18.34	\$ 20.05	\$ 21.83	\$ 22.42	\$ 22.29	\$ 22.82
Giles	\$ 20.66	\$ 21.58	\$ 21.93	\$ 20.13	\$ 21.51	\$ 23.62	\$ 24.24	\$ 24.76	\$ 25.92
Montgomery	\$ 97.23	\$ 104.71	\$ 111.19	\$ 105.11	\$ 111.74	\$ 121.87	\$ 129.50	\$ 132.67	\$ 136.33
Pulaski	\$ 40.35	\$ 44.34	\$ 46.69	\$ 43.67	\$ 46.42	\$ 49.80	\$ 51.68	\$ 51.48	\$ 53.92
Radford City	\$ 12.37	\$ 13.13	\$ 12.99	\$ 12.60	\$ 13.38	\$ 14.60	\$ 15.01	\$ 15.07	\$ 15.42

Implications for Planning

Given the data in this section, planners should realize that opportunity for economic growth and development is essential for future of the community. Land use decisions must be made that will:

- Encourage investment in the community.
- Ensure that adequate land for commercial and industrial development is available to attract new industry and commercial development to the Town and encourage expansion of existing industry and businesses.
- Encourage the location of new industries and businesses in the community to attract well-educated workers and retain those already in the community.
- Encourage construction of additional housing.



Community Services and Facilities

The Town of Pulaski operates under the council-manager form of local government. The Town Council is comprised of six members and a Mayor. Council members are elected at-large to four year terms, while the Mayor serves a two year term

Duties of Town Council include formulating town policy, approving the annual budget and capital improvement plan, setting tax and utility rates, providing for an audit of Town finances, and appointing the Vice-Mayor, Town Manager, Town Attorney, Clerk of Council and members of various committees of the Town.

The Council appoints the Town Manager to act as administrative head of the Town. The Town Manager carries out policies established by the Council, directs business procedures and has hiring and termination authority over all Town employees except those appointed by Council. The Town Manager is responsible for preparing, submitting, and administering an annual operating budget, advising Council on Town affairs, enforcing the Town Code, and directing and supervising all Town departments.

The Town of Pulaski administrative departments include:

- Economic Development
- Engineering
- Finance
- Fire
- Parks and Facilities
- Police

Each department has a department head that reports directly to the Town Manager.

Administrative Departments

Economic Development

The Economic Development Department's prime mission is to enhance and expand the Town's economy through the recruitment of new business and the expansion of existing businesses. Department operations are managed by a director who, assisted by a development assistant, engages in a wide variety of developmental, administrative and representative functions.

As part of the general mission of economic development, the director initiates, develops and maintains programs to encourage business and industry to locate and remain in the community. He hosts prospective clients interested in locating to the Town and encourages local tax base growth through developing of new technology businesses and expansion of tourism. The director also visits local and regional business and industry leaders to meet with them on their concerns.

The Economic Development Department is responsible for several administrative functions. The director advises the Town Council on development proposals received by the Town and assists Administration in evaluating development options, researching issues or initiating specific projects. The director authors and administers grants and other awards promoting economic development and prepares marketing information for prospective industries. The director also exercises general oversight of the Town's Urban Development Action Grant (UDAG) program and is a liaison with the *Micro-Solutions Revolving Loan Fund*. In addition, the director serves as staff support for the Town's *Industrial Development Authority*.

The Economic Development Director has several representative functions, such as serving as liaison with the *New River Economic Development Alliance* and the *Raymond F. Ratcliff Museum* staff and board, and representing the Town at public gatherings and to civic organizations. The director also consults with the Economic Development Board, a twenty member board appointed by Town Council, representing various economic interests within the Town.

Engineering

The Engineering Department is responsible for maintenance and development of the Town's infrastructure. Headed by the Town Engineer, the department oversees general engineering services, code enforcement, and utility system maintenance and operations for the Town.

The Engineering Department is responsible for engineering, surveying and design services for all Town departments. It is also responsible for inspections of town facilities including bridges, streets, and utility systems. The department also maintains the town's engineering documents, which include street, utility, cemetery and subdivision maps

and all engineering drawings. In addition, the department functions as a liaison between the Town and other agencies such as *VDOT*, *DEQ* and the *Va. Department of Health*.

Inspections and Code Enforcement. This department administers inspections, code enforcement and nuisance abatement through the Fire Marshal and Building Inspection offices. The Fire Marshal is primarily responsible for enforcing the provisions of the *Virginia State Fire Code*. His duties include performing fire and arson investigations, providing community education programs on fire prevention, conducting inspections of structures for compliance with the state fire code and assisting the public with code related questions and issues. The Fire Marshal has full police powers and may arrest suspects, order structures closed, obtain warrants, and generally exercise the same functions as a police officer or deputy sheriff in the enforcement of the Fire Code.

The Building Inspector enforces the *Virginia Uniform Statewide Building Code* through issuing building permits and performing building inspections. Under the *VUSBC*, the Building Inspector has a variety of enforcement powers including the authority to: perform inspections, require corrective action, issue stop orders and condemn structures for violation of the building code. The Inspector also advises citizens on code provisions and makes recommendations for code compliance.

Water Production. The Engineering Department also supervises the treatment and purification of the Town's drinking water at the Randolph Avenue Filtration Plant. Operating at capacity the plant can produce 4.0 million gallons of treated water per day.

The plant is supplied by water pumped from Gatewood Reservoir, which serves as the primary water supply for the Town. The 1.1 billion gallon reservoir drains approximately 32 square miles of the Jefferson National Forest. A secondary water supply of some 330 million gallons is available from Hogan's Lake via a gravity-fed pipeline to the filtration plant.



Water Filtration Plant on Randolph Avenue.

Daily operations at the filter plant are administered by the Chief Operator. Responsible for the overall operation of the plant, the Chief Operator has many duties, including but not limited to the supervision of water production, equipment maintenance and installation, laboratory testing of water samples, recordkeeping, regulatory compliance, and capital improvements programming.

Public Works. The Town Engineer is also responsible for the various functions of Public Works. Daily operations are supervised by the General Superintendent of Public Works, who reports directly to the Town Engineer. The General Superintendent is assisted by the Administrative Manager who performs all administrative and recordkeeping tasks.



Public Works is divided into four main divisions, which are water and sewer, streets, vehicle maintenance and general properties. Each subdivision is managed by a superintendent who reports directly to the General Superintendent.

Water and Sewer Division. The Water and Sewer Division is responsible for the maintenance and installation of utility lines and facilities throughout the Town. The facilities maintained by this division include 120 miles of pipeline, 14 storage tanks, 11 water pump stations and two large-scale sewer lift stations. The division installs new utility lines as required and connects new services to the main system. It assists the Finance Department with reading utility meters, restoring or cutting off utility service and investigating complaints. This division is on call 24 hours a day for emergency sewer or water repairs as needed.

Street Division. The Street Division maintains approximately 143 lane miles of roads and 11.5 miles of alleys in town. In addition to general pavement maintenance, the division is also responsible for limited street construction, bridge maintenance, traffic signal maintenance, right of way maintenance, curb, gutter, sidewalk and driveway installation/maintenance, street striping and snow removal.



One of the street division's many responsibilities is snow removal.

Vehicle Maintenance Division. The Vehicle Maintenance Division provides maintenance and repair services for the Town's vehicles and heavy equipment. Approximately 94 Town vehicles and 90 pieces of equipment, excluding Fire Department vehicles, are repaired and maintained by this division. Primary duties include state inspection of Town vehicles, preventive service and maintenance, and repair of vehicles ranging from standard automobiles to heavy equipment such as loaders, backhoes and dump trucks.

General Properties Division. The General Properties Division supplies general janitorial and carpentry services to all Town buildings and Town departments. This division performs all renovations and repairs to Town buildings and assists the Street Department with repairs to traffic signals, signs, and sidewalk, curb and gutter installation. It also assists the Parks and Facilities Department with repairs to and construction of facilities in the Town parks.



Finance Department

The Finance Department manages and exercises oversight of the Town's financial operations. The department is responsible for billing and collecting Real and Personal Property Taxes, Business Licenses and Utility Bills. The Finance Department is responsible for the collection not only of the above mentioned revenues but of all revenues for the Town. The department is also responsible for accounts payable, reconciliation of accounts to the general ledger, financial reports and investment management. In addition, the department compiles and prepares the Annual Budget for Council's approval.



Department operations are managed by a Finance Director, who in addition to supervisory duties, works closely with the Human Resource Manager on personnel administration and with the Computer Technician regarding operation of the Town's data processing systems. The Director also performs an advisory function to the Administration regarding fiscal policy for the Town.

Fire Department

Organized as the Pulaski Hose Company in 1880, the Pulaski Fire Department is the oldest department of the Town, established some six years before the Town of Pulaski was incorporated.¹⁸

The Department operates out of the Fire Station located at 117 North Jefferson Avenue. The station was originally built in 1923 and had an additional bay added in 1959. Fire Department maintenance facilities are located in the adjacent department shop at 121 North Jefferson Avenue



The Fire Department is a combination paid and volunteer department with ten (10) paid members and twenty (20) to twenty-five (25) volunteer members. This includes the Chief, Assistant Chief, 3 Captains, 4 Lieutenants, 5 Sergeants, and 20-25 volunteer Firefighters. Both volunteer and paid members of the department are on call 24 hours a day.¹⁹ Members of the department must have a minimum of 40 hours of training each year. They are also required by the state to be certified as a Fireman II, which requires a total of 250 hours of classroom and on-site training.²⁰

Presently, the Fire Department has a fleet of ten vehicles including a Chief's response vehicle, three pumpers, a brush truck, a utility truck, a rescue truck and three support vehicles. Department members are responsible for the maintenance and repair of all vehicles and equipment.

As part of its mission of providing emergency and non-emergency fire services to protect the lives and property of the citizens of the Town, the Fire Department offers specialized emergency services including rope rescue teams, vehicle extrication teams, and emergency basic life support.

In addition to its primary duty of community fire suppression, the Department serves as a local, regional and statewide training center for other agencies. The department operates the Pulaski Training Center on Draper's Mountain, which offers both classroom instruction and field training in firefighting techniques. Students have access to several facilities at the training center to obtain "hands on" experience in fire suppression including a rappelling tower, SCBA maze trailer and a state of the art live-fire burn building.²¹

¹⁸ C.H. Hutchinson, Pulaski Fire Department website.

¹⁹ C.H. Hutchinson, Pulaski Fire Department website

²⁰ C.H. Hutchinson, Pulaski Fire Department website.

²¹ C.H. Hutchinson, Pulaski Fire Department website.

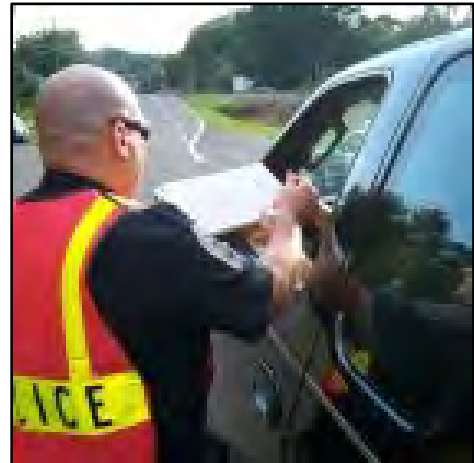
Police Department

The Pulaski Police Department is the primary law enforcement agency of the Town. Department personnel consist of sworn officers, and non-sworn administrative employees. The Department is an accredited member of the Virginia Law Enforcement Professional Standards Commission (VLEPSC).²²



The department's operations are managed by the Chief of Police, who is assisted by an administrative staff consisting of the Department Captain, Lieutenant/Professional Standards, and the Administrative Secretary to the Chief. The department's activities are divided into three divisions; the Uniform Patrol Division, the Investigations Division, and the Support Services Division.

Uniform Patrol Division. The Uniform Patrol Division is the primary enforcement arm of the department. This division responds to citizen calls for service, conducts traffic enforcement, serves criminal warrants and conduct patrols through the Town. Members of this division also participate in community policing efforts and community projects.²³



Investigation Division. The Investigation Division is charged with conducting on-going investigations and inquiries regarding criminal activity involving felony offenses, selected misdemeanor offenses and narcotic violations. This division, in addition to general investigations, conducts crime scene processing and narcotics interdiction with local, state and federal authorities.²⁴

²² Pulaski P.D. Website.

²³ Pulaski P.D. Website.

²⁴ Pulaski P.D. Website.

Support Services Division. The Support Services Division is responsible for logistical support for the department including vehicle procurement and maintenance, supply and material procurement, custody and administration of evidence. The division also supports community outreach efforts and community programs such as *Neighborhood Watch* and *Project Lifesaver*.²⁵



Parks and Facilities

The Parks and Facilities Department is responsible for the operation and maintenance of the Town’s parks, Senior Center and Gatewood Recreation Area. The Department is managed by a Director, with a 4 person full-time staff, supplemented by seasonal employees.

The Department’s main office is located in the Municipal Building at the office of the Director. The Senior Center Director maintains an office at the Senior Center on Washington Avenue, while the Gatewood Park Manager and Assistant Park Manager have offices at the center of the park’s operation, ten miles west of Town. The head groundskeeper is based out of the Parks and Facilities Maintenance Building on Pierce Avenue.

Neighborhood Parks

The Department maintains a series of neighborhood parks in different areas of the Town. The following chart identifies the individual parks and the facilities they offer.

Table 19: Neighborhood Park Facilities

Park	Acres	Facilities
Macgill	9	Baseball/Softball; Tennis; Skateboarding
Kiwanis (Dora)	3	Walking/Running Trail; Play Equipment; Picnic
Valley Street	1	Play Equipment; Picnic
Sixth Street	2	Basketball; Tennis, Picnic; Play Equipment
Cool Springs	3	Football; Soccer; Walking/Running Trail
Jackson	2	Gazebo; Electrical Hookups for Display Booths
Heritage	7	Picnic; Walking/Running Trail

²⁵ Pulaski P.D. Website.

Macgill Park, located next to the Macgill Village Apartments, features two tennis courts a ball field and a skateboard park. Because of the rise in popularity of skateboarding and input from the Town's youth, a tennis court was converted into a skateboard park by the addition of pre-fabricated skateboarding equipment.

Kiwanis Park, formerly named Dora Park, features children's play equipment, a walking/running track, benches and picnic tables. The park offers a walking oval approximately 0.2 miles in length for walkers and joggers, and also serves as the town terminus for the Dora Trail which runs for approximately 2.5 miles to its junction with the New River Trail State Park.

Sixth Street Park, located at the intersection of Washington Avenue and Sixth Street, N.W. features tennis and basketball courts, children's play equipment and picnic tables.

Valley Road Park, located at the intersection of Valley and Pulaski Streets contains play equipment and a picnic table for patrons.

Jackson Park, located in front of the Municipal Building on First St. N.W., features a gazebo available for weddings and other gatherings. Bounded on three sides by sidewalks, the park is a popular walking area and venue for town festivals and observances, such as *PulaskiFest*, *Concert in the Park*, 4th of July observances, Christmas tree lighting, car shows and a variety of public and private gatherings.



Citizens attending PulaskiFest in Jackson Park

In 2015, in conjunction with renovation and conversion of the warehouse at 68 First Street to the *Jackson Park Inn*, First St, N.W. was widened to accommodate diagonal parking and new sidewalks. While the addition of diagonal parking spaces and new sidewalks along First Street, did reduce the area of the park, these improvements also enhanced access to the park, allowing easier parking for citizens and the potential to host more community events along First Street.



Cool Springs Park, located at the intersection of Dora Highway and Birch Street, was refurbished in 2006-2007 to provide a home field for the Pulaski Middle School Orioles football team. The field was equipped with stadium lights and an electronic scoreboard for the Orioles inaugural 2007 football season. The field may also be used for soccer and other field sports as needed. The park lies adjacent to the Dora Trail-New River Trail Extension and offers off-street parking for persons using either the trail or the park.

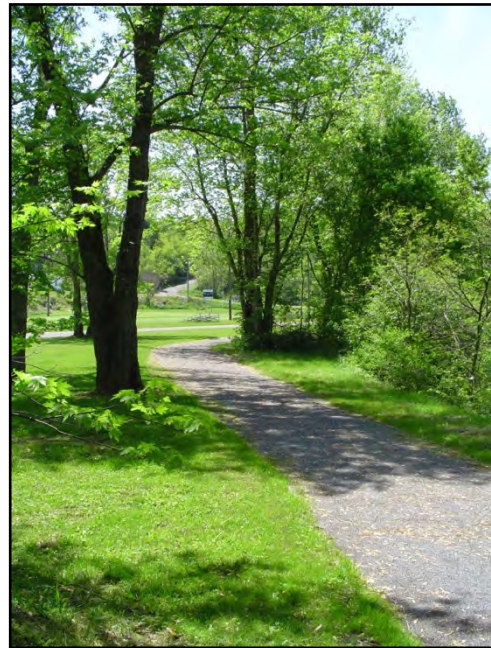
Heritage Park, located on Dora Highway just east of Cool Springs, is the newest of the Town's neighborhood parks. The park was created from properties purchased by the Town under FEMA's flood relocation program. Following purchase of the property and clearance of structures from the site, the park was graded and shelters constructed with donations of material and labor from area industries, with labor performed by the Public Works and Parks and Facilities departments, carpentry students from Pulaski County High School and employees from area industries. The park was ready for its formal opening in 2007 in observance of the 400th Anniversary of the founding of the Jamestown Colony. Off street parking is located conveniently in the park for persons enjoying the park or hiking the Dora Trail, which follows the park's northern boundary along Peak Creek.

Special Facilities

The Town of Pulaski also has several unique facilities both in and outside the corporate limits available to citizens and the general public.

Dora Trail Extension

The Dora Trail Extension is the latest addition to the Town's system of parks and open spaces. Finished and dedicated June 8, 2008 the trail extends some 2.5 miles from Kiwanis Park and the Pulaski Passenger Station to its junction with the New River Trail State Park at the Route 99 trestle. Hikers can travel from Downtown Pulaski directly to Downtown Galax via the Dora Trail and the New River Trail State Park. Hiking, biking and horseback riding are some of the activities that may be enjoyed on the trail.



Pulaski Senior Center

The Town of Pulaski Senior Center offers a variety of programs with an ever-increasing list of activities to serve the changing needs and interests of seniors. The Center is a popular gathering place for all senior residents of the Town and County of Pulaski, either on a drop in basis or for scheduled activities and meetings. It is open to all persons 50 years of age and older and their spouses.



Seniors may participate in a wide variety of activities such as bingo, cards, luncheons, movies, trips, and exercise classes, just to name a few. The Center also offers information and referral services for seniors on many issues, including income tax assistance. In 2008, the Center sponsored 24 trips, 8 luncheons or picnics, and countless other programming opportunities for seniors. Approximately 650 people received assistance through the Center's programs.

Gatewood Campground and Reservoir

Located ten (10) miles west of Town, the Gatewood Reservoir and Recreation Area consists of over 730 acres, bounded on all sides by the Jefferson National Forest. The reservoir, which serves as the primary water supply for the Town, is approximately 162 acres in area and contains 1.1 billion gallons of water at full pond. The park offers some of the best vistas in the National Forest for the enjoyment of camping, fishing and boating enthusiasts.



Gatewood offers a 40-site camping area with utility hookups and access to a bathhouse facility. There is also a day use area with individual picnic sites, some of which are located on the waterfront and a Park Store offering boat rentals, fishing and camping supplies.

To protect the quality of the water supply, only sailboats, paddle boats or boats powered by electric trolling motors are allowed on the reservoir. Paddle boats and boats with electric trolling motors, may be rented at the park's store.

Gatewood is open to the public starting with weekends in March and then begins full time daily operations from April to October. A Park Manager and Assistant Park Manager make up the full time staff, which is assisted by several part-time employees during the park season. Over 7,774 visitors frequented the park in 2008, providing \$72,385 in revenue from boat rentals, campsites and store sales.

In 2006, the Town added several new campsites to the park and upgraded the utilities services to the campsites to accommodate RV's and large size travel trailers. The dock at the park store was removed and upgraded with a new dock over 3,800 sq. ft. in area to accommodate more boats and fishermen on the reservoir.

Pulaski Passenger Station

One of the oldest and most recognizable features of the Town of Pulaski is the historic Norfolk & Western passenger depot. Built in 1888, the depot functioned as the center of long distance rail travel for the Town until passenger service was discontinued in 1971.

By the early 1990's, concern about the deteriorating condition of the structure and the need for a larger home for the newly formed Raymond F. Ratcliffe Museum, led to the restoration and renovation of the station to house the museum's collection of local historical artifacts. Completed in 1994, the restoration of the station and the locating of the museum to the station from the Municipal Building won the Town a Virginia

Municipal League award. The station also for a time housed both the museum and the Pulaski County Chamber of Commerce

On November 17, 2008, the station was heavily damaged by a fire, which gutted the eastern half of the structure and left extensive damage to the western half of the station. A large number of exhibits in the museum were lost while others sustained significant damage from smoke and water.

Plans for reconstruction of the station and museum began almost immediately. The Town contracted with David Gall, an architect from Winston-Salem, who had previous experience in the restoration of train stations to come up with a new concept for use of the structure. After extensive deliberation, the Town Council decided to use the rebuilt station as a meeting center complete with amenities to allow a wide variety of gatherings to be held indoors. The western portion of the structure was set aside for business use and currently houses a bicycle shop for persons desiring to ride the Dora Trail or continue on to the New River Trail to Galax.





The depot has proven to be a popular gathering spot for special events for families, business and civic organizations. Individuals or groups may rent the assembly room for a variety of receptions, parties or gatherings as desired.

One unique feature held at the depot is “The Marketplace”, an outdoor farmer’s market held each Tuesday evening from May through October under the supervision of the Pulaski County Chamber of Commerce. The event features a variety of merchants selling farm products, homegrown vegetables, fruits and homemade crafts. Live music is featured, as well as special vendors from regional food and beverage producers.

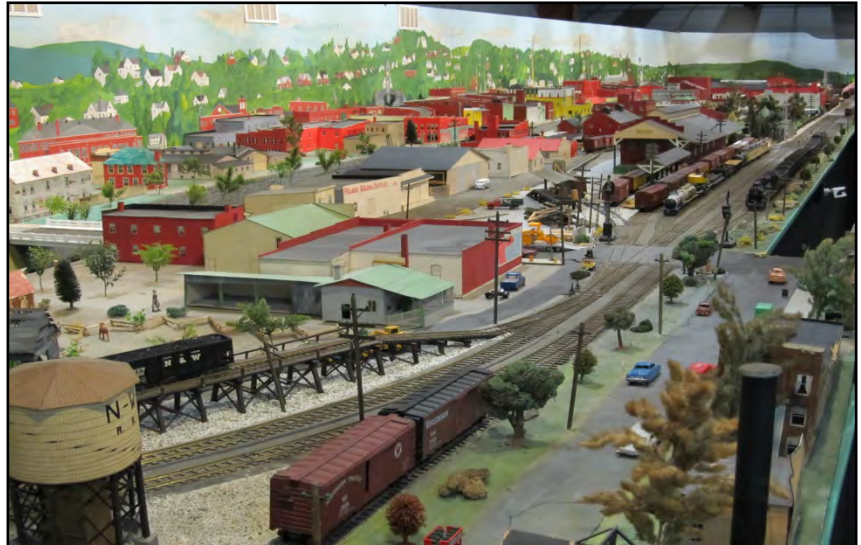


Raymond F. Ratcliffe Transportation Museum
After the completion of the Passenger Station, the Town turned its attention to re-establishing the Raymond F. Ratcliffe Museum. Using the proceeds from a state grant, the Town erected a pre-engineered free standing building to house the new museum. As required by the grant, the museum highlights the significant role that transportation, in particular rail transport, played in the early and middle stages of the Town’s history.



The museum features exhibits including antique fire engines, transportation memorabilia, and other exhibits detailing the emergence of the Town as a transportation hub and industrial center.

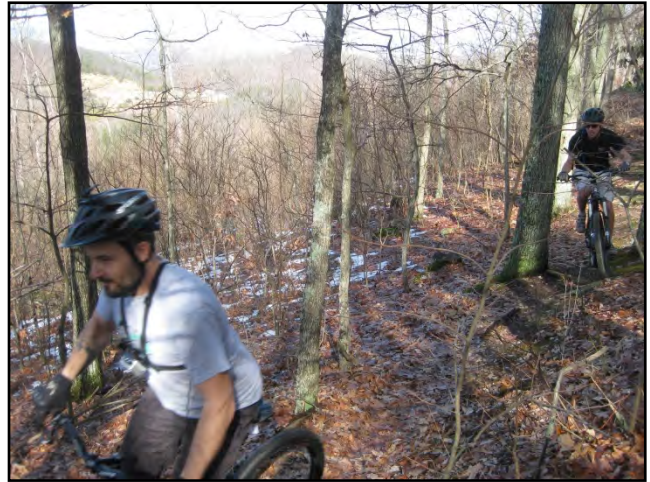
The centerpiece of the new museum is the Brockmeyer-Ryan scale reconstruction of Downtown Pulaski as it appeared in the early 1950's. The 80' X 20' scale layout, built between 1945 and 1985 features scale reproductions of buildings created from the actual blueprints of original structures from that time period. The display also incorporates over 170 model railroad cars and engines that are also to scale with the miniature town.



At the Virginia Municipal League Annual Conference in 2014, the Town of Pulaski received the organization's Achievement Award for the 5,000-10,000 population category. The award recognized the Town's extraordinary effort to bring about rebuilding of its historic train station, as well as construction of the Raymond F. Ratcliffe Memorial Transportation Museum. Tremendous care and coordination with many partners and volunteers was involved in salvaging, cleaning, and curating objects damaged by the fire. An additional challenge was added to this already tall order by the F-2 tornado which struck Pulaski on April 8, 2011. Visitors to the museum are encouraged to check out the display board entitled "A Story of Resilience," which describes how the community juggled rebuilding of the train station, restoration of museum contents, and damage from the tornado. As noted in the *Virginia Town & City* article about the Town's achievement, "The complexity of the project, including many hands – both volunteers and contractors alike – made its execution a significant challenge and its success all the more sweet."

Draper Mountain Bike Trails

With interest growing in the sport of off-road mountain biking, several local biking enthusiasts, with assistance from the Parks and Public Works departments, created a system of bike trails on the north side of Draper's Mountain just outside the corporate limits of the Town. Located on the Mountain Park property, between Route 11 and Valley Road, the network of trails are designed to provide a challenging experience for users with many different trails and types of terrain available. Open seven days a week, the trails offer a unique opportunity for mountain bikers to hone their skills on the newest recreational facility of the Town.



Draper Mountain Overlook

Built as part of a Works Progress Administration project, the Draper Mountain Overlook offers some of the most scenic views in the New River Valley. Looking southward, one can see the Draper area of Pulaski County almost in its entirety, as well as Peak's Knob to the east. The view from the northern overlook gives a view of northern Pulaski County from Dublin westward all the way through the Town of Pulaski to the Jefferson National Forest in the northwest.



Regional Attractions

Calfee Park

Considered one of the best local baseball stadiums in the area, Calfee Park began as a WPA project in 1935 and quickly became a mainstay for the Town's sports and events minded citizens. Located on Fifth Street, S.E. and Pierce Avenue, Calfee Park is primarily a baseball stadium with seating for approximately 2,500 persons.



In 1998-99 the stadium underwent extensive renovations that resulted in over a million dollars of new investment in the park. New lighting was installed, a new clubhouse/ticket booth/concession stand along with new seating and a new home team dugout were built to bring the park into compliance with minor league baseball standards. The field itself was reseeded and drainage and watering systems installed.

In 2000, Calfee Park was added to the Virginia Landmarks Register and the National Register of Historic Places.

Although initially intended for horseshows, civic events and high school sports, the park became identified almost exclusively with minor league baseball. Beginning with the Pulaski Counts in 1936, Calfee Park became the home for several major league farm teams associated with the Appalachian League. The teams represented over the years include: the Brooklyn Dodgers, Chicago Cubs, Philadelphia Phillies, Atlanta Braves, Texas Rangers, the Toronto Blue Jays and the Seattle Mariners. Calfee Park is currently home to its newest franchise, the Pulaski Yankees of the New York Yankees farm system. The park also has hosted both high school and college baseball games. Among the college teams hosted include Virginia Tech, the University of Virginia, James Madison University, Ferrum College and Emory and Henry College.

In 2014, Calfee Park was sold to the Shelor Motor Mile Group, which began an extensive program of remodeling and building new facilities to meet minor league baseball standards, while leaving the historic elements of the park intact. The park received a new umpire/visiting team locker facility, a reconstructed home team locker room, a new concession stand, a new press box with additional seating and overflow parking. One of the most unique features of the redesigned park is a jumbotron allowing fans to see game-related information during the ball game.

New River Trail State Park

Created as part of the Rails to Trails Program, the New River Trail State Park is a 57 mile linear park that follows an abandoned Norfolk Southern rail line from Pulaski to Galax. Winding its way through Grayson, Carroll, Wythe and Pulaski counties, the trail parallels the New River for 39 miles, offering trail users unmatched views of one of America's oldest rivers.



Designated as an official National Recreation Trail by the U.S. Department of the Interior, the New River Trail has many unique features and links to local and regional recreation facilities. The trail itself features a gravel/cinder base, three major bridges, nearly 30 smaller bridges and trestles and two (2) tunnels, as it winds its way through the picturesque countryside. Midway on the trail is its most unique feature, the 200 year old Shot Tower, where munitions were made throughout the nation's early history.

The trail is also linked with other local and regional recreation facilities such as: the Dora Trail in Pulaski, the Mount Rogers National Recreation Area, the Dannelly Fitness Complex in Galax, the Fries Town Park, and the Shot Tower Historical State Park. There are also four Virginia Department of Game and Inland Fisheries boat launches for trail users to enjoy the plentiful fishing in the New River.

Claytor Lake

Claytor Lake, completed in 1939, is the region's premier recreation area. Formed by the construction of Claytor Dam, the 4,500 acre lake, with its 100 miles of shoreline, offers many opportunities for outdoor enthusiasts and a unique environment for residential development. Approximately 7-10 miles from the Town of Pulaski, the lake offers one (1) free public boat launch and several that are available with a small fee. Fishing, boating, skiing and swimming are popular activities supported by this body of water.



Claytor Lake State Park is the lake's prime attraction. Approximately 472 acres in area, the park offers a wide variety of activities including picnicking, swimming, camping, cabins, lodges, a meeting facility, boat launching facilities and miles of hiking trails. Visitors may also enjoy a variety of natural and historical interpretation programs at the park's visitor center.



Economic Development

The Town's economic development efforts are focused on retaining and expanding existing businesses, recruiting commercial, industrial, and residential development, encouraging entrepreneurial and small business development, and helping improve the overall business climate. The Economic Development Department markets the Town by assisting businesses, conducting research, developing promotional materials, and writing grants. The Town maintains an Economic Development Board, which serves in an advisory capacity for the Town's activities related to economic development. The Town also works closely with the New River Valley Economic Development Alliance, which markets the region.

Industrial Development/Redevelopment

Recruitment activities in this category have focused largely on two properties, the Pulaski Industrial Campus, which is the former Pulaski Furniture facilities, and the Town of Pulaski Business Park, which is now occupied by the James Hardie Plant. Another significant industrial building available for use is the Hill Plant, located at the corner of Valley Street and Commerce Street. The Hill Plant is owned by the Pulaski County Industrial Development Authority. Additional green field or undeveloped sites will need to be identified.

The Town has an abundance of properties with a history of industrial use or development. A key concern of potential new industrial or commercial owners/users is the possibility of lingering environmental contamination. In 2009, the Town of Pulaski applied for and received a \$200,000 Brownfield Assessment Grant from the U.S. Environmental Protection Agency. The funds were used to conduct environmental site assessments to clear properties for future commercial/industrial use. A second Brownfield Assessment Grant of \$200,000 was received in 2014 and is being used to focus on properties in the First Street Northeast corridor. The Town's Brownfield Assessment Grants have yielded positive results in providing a measure of assurance for future owners and providing a foundation for planning reuse of properties.

The Town of Pulaski has a history of successful participation in the Virginia Enterprise Zone Program, which is a partnership between the Commonwealth of Virginia and local governments that encourages job creation and private investment. The Commonwealth accomplishes this by designating Enterprise Zones throughout the state and providing two grant based incentives, the Job Creation Grant and the Real Property Investment Grant. The Job Creation Grant is based on creation of permanent full-time jobs over a four job threshold at wage rates of at least 175% of the Federal minimum wage. The Real Property Investment Grant is based on qualified investments made to commercial, industrial, or mixed-use buildings within the boundaries of an enterprise zone. To be eligible for the Real Property Investment Grant, an individual or company must invest at least \$100,000 for rehabilitation or expansion projects and at least \$500,000 for new construction projects. Participating localities provide local incentives. In the case of the Town of Pulaski's Enterprise Zone (No. 41), qualifying entities were eligible for incentives such as the business loan program, utility improvements support, rehabilitated real estate tax abatement for a five-year period, building permit fee waiver, and business license fee waiver for a year. Enterprise Zone 41's designation expired on December 31, 2015, and is not eligible for renewal. The Town is working with Pulaski County to identify an opportunity to partner with the County in order to amend an existing County Enterprise Zone to include all or portions of the expiring Enterprise Zone 41.

Downtown Revitalization

The Town of Pulaski has made key investments in the following community facilities/resources in recent years:

- **Pulaski Railway Station:** The historic train depot was destroyed by fire in 2008. After careful reconstruction, the restored station was dedicated in June of 2011. The station features meeting/event space which can be rented. A small business space on one end of the facility is occupied by Pulaski Bikes, LLC, which is supportive of Pulaski's status as a terminus of the New River Trail and of biking in the Pulaski area. The Town partnered with the Pulaski County Chamber of Commerce which operates the Marketplace farmers' market at the train station on Tuesday evenings from April to September. The Marketplace has cultivated a loyal following and has helped promote local foods and artisans.
- **Raymond F. Ratcliffe Memorial Transportation Museum:** Located adjacent to the Maple Shade Shopping Center, the Museum includes many transportation-themed exhibits, most notably Dr. Brockmeyer's model train layout with a model of downtown Pulaski. The Museum was dedicated in May of 2013. Many artifacts and memorabilia, recovered from the train station following the fire, are now permanently preserved at the Ratcliffe Museum. Staff at the Fine Arts Center for the New River Valley wrote several successful Transportation Enhancement grant applications which were instrumental in helping the Museum become a reality.

- **Pulaski Redevelopment and Renewal Plan:** The Town contracted with architect David E. Gall to develop a plan for revitalization along a two block section of historic First Street in downtown Pulaski. The Plan has proven to be a valuable guide for the Town in pursuing revitalization activities and interacting with private investors. Excerpts from the Plan document are included in Appendix 1.
- **First Street/Jackson Park:** In the summer of 2015, improvements were made along the south side of First Street, between Jefferson Avenue and Washington Avenue, to accommodate a new sidewalk and a change from parallel to diagonal parking. This has increased the parking capacity for events at Jackson Park and has helped to make the Park more accessible. The Town partners with local organizations and businesses to sponsor community celebrations, such as the Pulaski Jazz & Ribfest, Beach Blast, and Pulaskifest at Jackson Park. Events at Jackson Park bring people downtown and help build community.
- **Fiber/High Speed Internet:** The Town of Pulaski has entered into an agreement with Citizens Cooperative to extend a fiber connection to Town facilities. Future phases of the effort could extend the fiber connection to other areas of downtown, thus enhancing the attractiveness of downtown as a business location.
- **Iron Bridge:** The Iron Bridge, located between First Street and Main Street east of Washington Avenue, once carried a railroad spur across Peak Creek. The rails were removed many years ago, but the bridge structure remains strong. The Friends of Peak Creek, a citizen group that emphasizes the importance of Peak Creek as an asset for Pulaski, raised funds for putting a new deck and handrails on the bridge for use as a pedestrian facility. Town Council made a significant contribution to funding for the project. Installation of the new deck and handrails was completed in the fall of 2015. Reuse of the iron bridge was highlighted in the Pulaski Redevelopment and Renewal Plan.



An important feature of recent revitalization efforts has been private investment in downtown. A development group, which also owns the Pulaski Yankees and Calfee Park, purchased the Dunnivant building on First Street and renovated the facility to create the *Jackson Park Inn and Conference Center*. During baseball season, the Inn houses Pulaski Yankees players and coaches. The Inn is open to the general public outside of baseball season. With its 26 rooms and 8 suites, restaurant, and meeting/event space, the Inn provides an opportunity for downtown to serve as a destination for conferences and meetings, as well as provide accommodations for tourists and visitors.

Another development group, West Main Development, LLC, has purchased multiple buildings on West Main Street and is pursuing redevelopment of the properties. One of these buildings was formerly known as the Farmer Building, located at 85, 87, and 89 West Main Street.

The Town has partnered with the Pulaski County Chamber of Commerce to explore development of a downtown merchants association and a cooperative advocacy effort involving several local organizations such as Friends of Peak Creek, Greater Pulaski Alliance, and Beans and Rice. Such an organization will be important in attracting new businesses to downtown as well as in pursuing downtown revitalization activities. The organization can help provide a supportive networking climate for entrepreneurs and businesses.

Beans and Rice, Inc., offers a training program for entrepreneurs and small businesses in Pulaski, as well as access to a business loan program. In late 2015, Beans and Rice received word that it will receive funding through the Virginia Community Business Launch (CBL) Program. Beans and Rice will use the CBL funds to support a local business competition to find and foster entrepreneurs that help the community achieve its vision for the future.

Tourism

As noted in the Indicators Section, travel and tourism-related spending in Pulaski County grew from \$40.35 million in 2006 to \$53.92 million in 2014. The Town of Pulaski coordinates with Pulaski County and the Pulaski County Chamber of Commerce on tourism development and marketing efforts. Continued coordination with the County, the Chamber, local businesses, and organizations/civic groups, is vital to build tourism-related efforts.

Round the Mountain and *Crooked Road* are Southwest Virginia regional efforts promoting and marketing the cultural heritage of the region. These initiatives promote art, artisans, and craftsmen (*Round the Mountain*) and music, musicians, and musical traditions (*Crooked Road*) of the region. Both initiatives have been successful in raising the profile of the region's cultural heritage outside the region and both have received significant media attention/recognition.

Appalachian Spring is a coordinated effort to promote tourism related to natural/outdoor recreation assets in Southwest Virginia, such as the New River. Serving as a terminus of the New River Trail, Pulaski can also market proximity of the nearby Draper Mountain Bike Trails, the hiking, fishing and camping opportunities available at Gatewood Park, as well as its convenient location relative to Claytor Lake State Park.

Opportunities may exist for entrepreneurs to develop businesses that provide services for tourists and residents or that otherwise complement outdoor recreation assets and points of interest in the Pulaski area. Given regional efforts such as Appalachian

Spring, Crooked Road, and Round the Mountain, it is a good time to explore opportunities stemming from tourism trends that might lead to new businesses in downtown Pulaski.

Outdoor Recreation/Natural Assets

- New River
- New River Trail State Park
- Dora Trail
- Claytor Lake State Park
- Gatewood Park
- Draper Mountain Bike Trails
- Jackson Park
- Peak Creek
- Randolph Park

Other Important Assets

- Calfee Park
- Fine Arts Center for the New River Valley
- Pulaski Theatre
- Pulaski Train Station
- Raymond F. Ratcliffe Memorial Transportation Museum
- Dalton Building
- Pulaski's Historic Districts: Pulaski Historic Commercial District; Pulaski Historic Residential District; and Pulaski South Historic Residential and Industrial District
- Town of Pulaski: A Walking-Driving Tour (of Historic Sites and Structures)
- Jackson Park Inn
- Golf courses: Pulaski Country Club; Draper Valley Golf Club; Pete Dye River Course
- Virginia Tech
- Radford University
- New River Community College

Future Opportunities

In the future, the Town should continue to pursue partnering opportunities with local organizations to extend the reach of limited local government funds. Likewise, strategic investment of Town funds that help to leverage additional funds from sources such as the Department of Housing and Community Development and the Appalachian Regional Commission will provide optimal results for the Town. Similarly, investment in planning tools and resources, such as the Pulaski Redevelopment and Renewal Plan and the Peak Creek Corridor Study, can help define and prioritize project needs and identify potential fund sources. Also, partnering with private investors can be beneficial for the Town. The Town continues to make productive use of its remaining Urban Development Action Grant (UDAG) funds and should investigate ways to rebuild this fund.



Housing

Data in table 20 indicates that approximately 50% of Pulaski’s housing was built before 1960. Just over 38% of the Town’s housing structures were built before 1950. Compared to Pulaski County and Virginia, the Town’s housing skews significantly older. Housing construction is more evenly distributed over time for Pulaski County and Virginia.

Table 20: Year Housing Structures Built

	Pulaski	Pulaski County	Virginia
Built 2010 or later*	0.0%	0.5%	0.7%
Built 2000 to 2009	3.7%	10.6%	15.7%
Built 1990 to 1999	8.0%	12.9%	16.0%
Built 1980 to 1989	5.6%	13.8%	17.1%
Built 1970 to 1979	15.9%	20.8%	16.7%
Built 1960 to 1969	16.5%	10.1%	11.4%
Built 1950 to 1959	11.9%	10.0%	9.4%
Built 1940 to 1949	15.0%	8.6%	5.0%
Built 1939 or earlier	23.4%	12.6%	7.9%
Total housing units	4,816	17,202	3,381,332

Source: U.S. Census Bureau, 2013 American Community Survey 5-Year Estimates.

* Numbers are based on estimates, not on actual permits issued.

Table 21 indicates that Pulaski had 4,511 housing units at the time of the 2010 Census and an estimated 4,816 units in 2013. The 2013 data indicate that 16.2% of housing units in the Town were vacant, which is higher than the rates for Pulaski County and Virginia. Single family detached housing makes up approximately 67.2% of the housing in Pulaski, which is slightly less than Pulaski County, but higher than the level for Virginia. The 2013 data indicate that 56.7% of housing in Pulaski is owner-occupied, while 43.3% is renter-occupied. The median value of owner-occupied units in Pulaski is \$96,800, which is significantly less than the corresponding figures for Pulaski County and Virginia. It appears that homeownership in Pulaski continues to represent an attractive option within the New River Valley. Given income data referenced in the Indicators Section, homeownership is still not affordable for many residents and households in Pulaski.

Table 21: Housing Characteristics

	Town of Pulaski	Pulaski County	Virginia
2000 Total Housing Units	4,517	16,325	2,904,192
2010 Total Housing Units	4,511	17,235	3,364,939
2013 Total Housing Units	4,816	17,202	3,381,332
2013 Percent Vacant Housing Units	16.2%	13.5%	10.6%
2013 Percent Single Family Detached	67.2%	70.9%	62.1%
2013 Percent Owner-Occupied	56.7%	72.7%	67.3%
2013 Percent Renter-Occupied	43.3%	27.3%	32.7%
2013 Median Value Owner-Occupied Units	\$96,800	\$133,900	\$244,600
2013 Median Rent	\$570	\$591	\$1,087

Source: U.S. Census Bureau, Decennial Census, and 2013 American Community Survey 5-Year Estimates.

Housing Rehabilitation

A key concern for the Town is age and condition of housing stock. In the past, the Town accessed a Virginia Department of Housing and Community Development (DHCD) grant to rehabilitate housing and construct some new affordable housing in a neighborhood along Dora Highway in the southeast area of town. The Town also worked with the New River Valley Home Consortium and Community Housing Partners on the Dora Highway project.

As part of the recovery effort following the 2011 tornado that struck western and southwestern portions of town, private donations and DHCD grant funds were used to repair and rebuild many homes in areas that had some of the oldest housing in Pulaski.

In 2015, the Town received notice that it had been awarded a DHCD housing rehabilitation grant for the Kersey Bottom/Caseknife Ridge area of town. This project will be implemented in following years.

Together, these three projects help extend the viability and useful life of some of Pulaski's oldest housing stock. Through these efforts, the Town has built important relationships with partner organizations such as DHCD, the New River Valley Home Consortium, and Community Housing Partners.

Future Opportunities

In the future, neighborhoods in the vicinity and east of Pulaski Middle School may be assessed for potential inclusion in additional housing rehabilitation projects. As part of ongoing downtown revitalization efforts, upper floors of some commercial buildings may be rehabilitated for residential use.

A goal of the Town Council is enforcement of the property maintenance provisions of Town Code. The Town should continue to encourage home ownership through efforts such as the previous Dora Highway project undertaken in partnership with Community Housing Partners. The Town should also continue to raise awareness of the availability of historic rehabilitation tax credits for qualifying structures in the Town's residential historic districts.





Transportation

A safe, efficient, and accessible transportation system is critical to the Town of Pulaski. The Town's transportation network includes roadway, sidewalk/pedestrian, parking, public transit, and rail components. The planning process must integrate land use patterns which can have a significant impacts on transportation resources.

Roadways

The most common form of transportation in the Town of Pulaski is the use of private automobiles on a network of roadways maintained by the Town and the Virginia Department of Transportation (VDOT). VDOT provides state funding for maintenance and construction of facilities on the thoroughfare highway system within the corporate limits. These roads are classified as collector or arterial roadways and typically serve through traffic more than local traffic. Examples of collector and arterial roads include Rt. 11, Rt. 99, Fifth Street, Bob White Boulevard, Memorial Drive, Peppers Ferry Road, and Commerce Street.

Roads not included in the thoroughfare system are classified as local streets, which provide access to residential areas and businesses.

The Town of Pulaski has 17.04 lane miles of principal arterials, 25.78 lane miles of minor arterials, 8.38 lane miles of collectors, and 93.21 lane miles of local streets.

In addition, the Town of Pulaski maintains approximately 11.5 miles of alleys and other streets, which do not meet the Virginia Department of Transportation (VDOT) standards for pavement or right of way width.

In fiscal year 2016, the Town is receiving Urban System maintenance payments from VDOT at \$19,958 per lane mile of principal and minor arterial roadway and \$11,719 per lane mile of collector and local roadway. The total annual maintenance payment to the Town in FY 2016 will be \$2,045,134.

Table 22 shows annual average daily traffic volume data on key roadways of the Town's thoroughfare system for four years from 2001 to 2014. Overall, the data shows declines in volume as manufacturing and related employment decreased.

Table 22: Annual Average Daily Traffic Volume

Route/ Street	From	To	2001	2005	2010	2014
U.S. 11	SCL Pulaski	2 nd Street	3,700	3,200	3,700	3,200
U.S. 11	2 nd Street	Main Street	7,000	4,700	4,800	3,800
U.S. 11	Main Street	5 th Street	6,300	4,900	4,700	4,200
U.S. 11	Washington Ave.	Lee Hwy.	8,900	7,300	6,400	6,100
U.S. 11	5 th Street	Alum Spring Rd.	13,000	10,000	9,300	8,500
U.S. 11	Alum Spring Rd.	ECL Pulaski	13,000	12,000	10,000	10,000
Va. 99	Randolph Ave.	Washington Ave.	6,100	3,300	2,500	2,100
Va. 99	Washington Ave.	3 rd Street	8,200	7,000	6,400	5,200
Va. 99	3 rd Street	Bob White Blvd.	14,000	12,000	12,000	9,600
Va. 99	Bob White Blvd.	ECL Pulaski	7,700	6,900	7,700	6,900
Bob White Blvd.	Main Street	Memorial Dr.	8,700	8,300	8,100	7,600
Bob White Blvd.	Memorial Dr.	Peakland Rd.	8,400	6,700	5,700	6,400
Bob White Blvd.	Peakland Rd.	NCL Pulaski	7,600	6,100	5,100	6,400
Memorial Dr.	Bob White Blvd.	U.S. 11	8,300	8,000	7,200	6,200

Source: Virginia Department of Transportation.

There are 17 bridge structures in the Town of Pulaski that are included in VDOT's bridge sufficiency database. The Town's structure inventory also includes culverts. The Town's roadway network includes 12 signalized intersections, which govern traffic flow at key points on the Town's thoroughfare system.

The Town provides street lighting along most streets. The Town's general policy is to install streetlights at every intersection and along street right-of-way at intervals of between 200 and 900 feet depending upon sight distance. Requests for additional street lighting are considered on an individual basis. The Town contracts with Appalachian Power to install and maintain streetlights. The Town has approximately 1,300 streetlights within the corporate limits.

Pulaski Area Transit

Pulaski Area Transit was established in 2005 with a demonstration grant from the Virginia Department of Rail and Public Transportation. The Town partnered with New River Valley Agency on Aging/Senior Services, which operates Pulaski Area Transit (PAT).

PAT provides service along a deviated fixed route within the Town of Pulaski. PAT also provides demand response service for riders who want to go straight to their destination. In addition to service within the Town, PAT operates a scheduled New River Express route

which runs from Pulaski to Dublin (stopping at Wal-Mart, Wades, and New River Community College), and Fairlawn (stopping at Wal-Mart and Kroger) Monday through Friday. As of the spring of 2015, this route also features two trips each day to the New River Mall at Christiansburg, as an extension beyond the Fairlawn stops.



Approximately 50% of PAT's funding comes from Federal sources, 20% from the state, and 30% from local entities. Key local funding partners include the Town of Pulaski and Pulaski County. To help meet the local funding requirement, PAT staff help raise funds by sponsoring a golf tournament, requesting contributions from local merchants and businesses, and providing special trips for area events.

PAT provides access to transportation and mobility for those residents who do not have an automobile or are unable to drive. The Town of Pulaski was recognized with an award by the Virginia Municipal League for the establishment of PAT. As of the end of fiscal year 2015, PAT crossed the threshold of having provided over 100,000 trips since beginning operations.

Rail Service

Norfolk Southern Railway serves the Pulaski area and Pulaski County with a main line connecting the northeastern U.S. and eastern Virginia with points in the southeastern U.S. Pulaski is located along one of Norfolk Southern's Crescent Corridor mainlines. The rail line between Roanoke and Bristol has overhead clearance that permits double-stack container freight trains

Passenger rail service is not available in Pulaski. Amtrak's Cardinal Route passes through West Virginia and Virginia, north of the Pulaski area. Amtrak's Cardinal service has stops in Prince, Hinton, and White Sulphur Springs, West Virginia. The Cardinal also stops in Clifton Forge, Staunton, and Charlottesville, Virginia. Amtrak's Crescent

service has stops in Charlottesville, Lynchburg, and Danville. Amtrak's Northeastern regional service currently extends to Lynchburg.

Through an agreement with the Commonwealth of Virginia, Amtrak Northeastern regional passenger service will be extended to Roanoke in 2017. At the time of completion of this plan, the New River Valley Metropolitan Planning Organization (MPO) is studying potential ridership demand in the New River Valley with a goal of extension of passenger rail service to the region by 2020.

The Town of Pulaski has received an expression of interest in passenger rail service from the City of Bristol, which is interested in connecting future service from Virginia with a proposed service extension from Tennessee.

Airports

The nearest airport is the New River Valley Airport located near Dublin. The Airport has a 6,200 foot asphalt surfaced runway and offers fuel, instrument landing system capability, freight and limited charter service, and general aviation service. The NRV Airport is designated as a Foreign Trade Zone. Another general aviation airport is located at Blacksburg. Commercial passenger service is available at the Roanoke-Blacksburg Regional Airport. The Roanoke airport is located approximately 50 miles from Pulaski and features service by major carriers and commuter airlines.

Transportation Planning

Current priorities for improvements include East Main Street from Bob White Boulevard to the I-81 exit 94 interchange, which is in the current Six Year Improvement Program, the East Main Street/Rt. 99 bridge over Peak Creek, the Commerce Street bridge over Peak Creek, and a pedestrian crossing of Memorial Drive at the Route 11 intersection. A map of the location of these transportation improvements is included as Map 4 in Appendix 3.



Photo: Google Maps Street View

The Pulaski 2020 Transportation Plan was developed by VDOT and adopted by the Town of Pulaski in 2001. Referred to as a Small Urban Area Plan, this planning document identified several potential future improvement projects. The list of recommended projects from the Small Urban Area Plan is included in Appendix 1.

Virginia's VTrans 2035 long-range multimodal transportation plan identified I-81/Crescent Corridor as a Corridor of Statewide Significance (CoSS). The CoSS concept is a mechanism for reviewing corridors and identifying potential multimodal transportation strategies to guide local land use planning and transportation investments. The I-81/Crescent Corridor is a particularly important freight corridor.

The New River Valley Regional Commission submits a set of regional transportation comments at the time of the Six Year Improvement Program public hearings. The most recent comments, from 2014, are included in Appendix 1. Those comments include an item noting the need for improvement of several I-81 interchanges in the New River Valley, including exit 94.

The New River Valley Regional Commission developed a regional Bikeway, Walkway, Blueway Plan in 2011 to serve as a flexible framework for developing facilities based on local needs. The Pulaski area portion of the plan is included in Appendix 1.



Utilities

The availability of public utilities is one of the crucial elements of any community's ability to grow and sustain itself. Providing adequate and high quality utility service is critical to a community's ability to attract investment, protect the public health, and provide for a high quality of life for its citizens.

Citizens of the Town of Pulaski have available to them a full range of utility services provided by the Town, public service authorities, and private utility companies.

Sewer Collection System Overview

The Town provides sewage service to approximately 3,765 customers. The sewage collection system can be broken into three major components: the internal sewage collection system, the pressurized portion of the sewer outfall, and the gravity portion of the sewage outfall.

The first component of the system is the 55 miles of smaller service lines of the Town's internal sewage collection network that serves individual industries, businesses and residences. It also includes larger trunk sewers located within town. This system consists of both gravity and small-pressurized systems. A large part of this system was in place before Pulaski joined the Pepper's Ferry Regional Wastewater Treatment Authority (PFRWTA). In general, the internal collection system conveys sewage to the next component of the system, the pressurized portion of the sewage outfall.

The second component is the pressurized portion of the conveyance system that was constructed to transport sewage from the Town to the PFRWTA treatment plant in Fairlawn. It began operating in 1987 and consists of two sewage pump stations and two 24-inch diameter ductile iron pipe force mains.

The first pump station, Pump Station 4A, is located on Dora Highway at the site of the former Town sewage treatment plant. It discharges into a 24-inch ductile iron pipe (DIP)

force main, which is approximately 3.2 miles in length. This force main discharges directly into the wet well of pump station 4B.

The second pump station, Pump Station 4B, is located near the Pulaski Industrial Park on Wurno Road. In addition to receiving the discharge from Pump Station 4A, a 16-inch gravity sewer serving portions of the county industrial park discharges directly into the station. The 4B pump station discharges sewage into a 24-inch DIP (ductile iron pipe) force main, which is approximately 2.4 miles in length. The 4B-Dublin force main discharges into the part of the system identified as the gravity sewage outfall near the Town of Dublin.

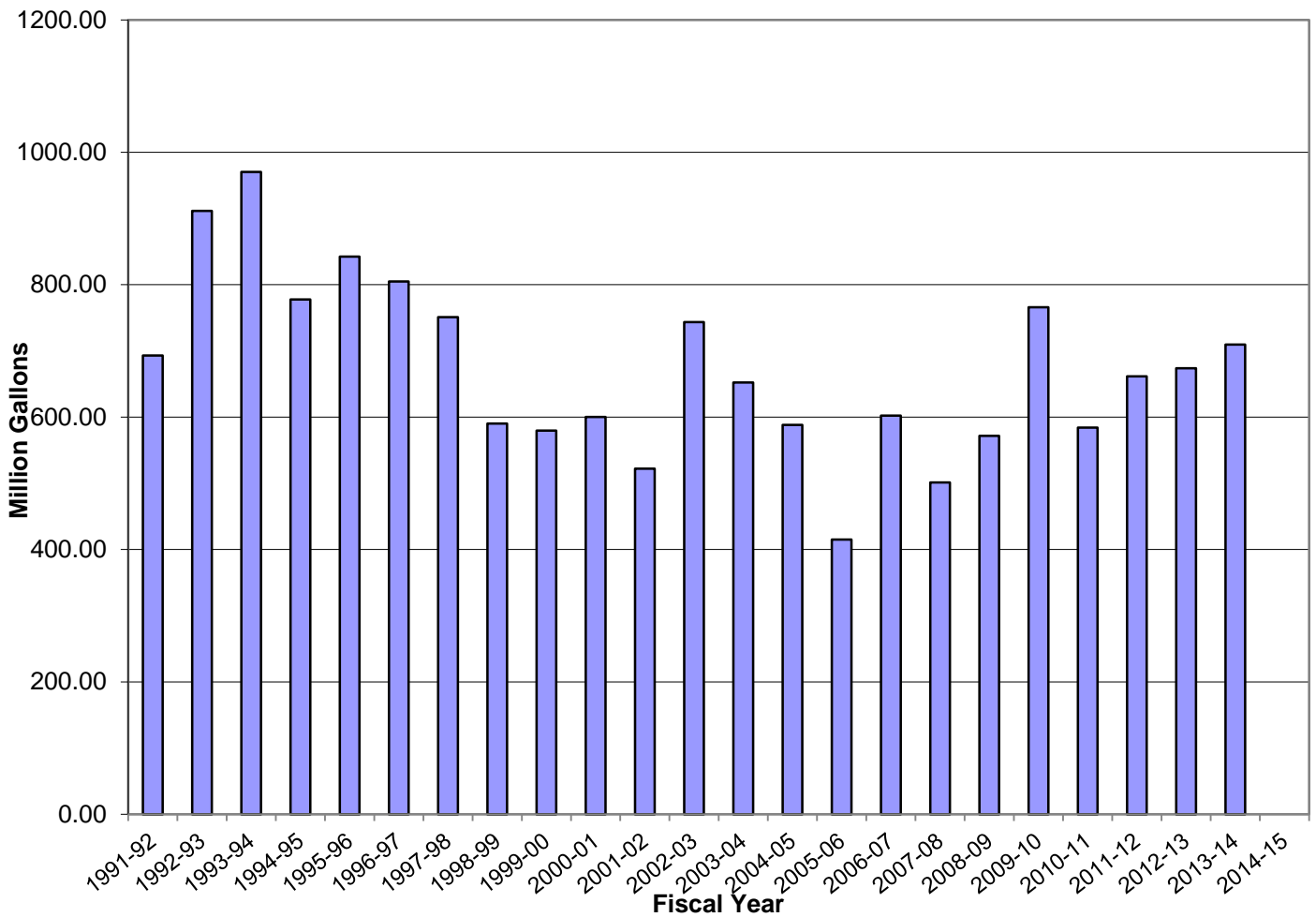
Both of the pump stations are operated as variable speed stations and normally operate 22 to 24 hours per day. Both pump stations have a design capacity of 6 million gallons per day (MGD) and a maximum capacity of 9 MGD.

The third component is the gravity trunk sewer near the Town of Dublin. It consists of 9 miles of gravity sewer with pipe diameters varying between 24 and 42 inches. This system is constructed primarily of concrete pipe, with DIP (ductile iron pipe) used in some areas.

Wastewater Treatment

This conveyance system discharges the sewage at the Peppers Ferry Regional Wastewater Treatment Authority's plant. The Town is a charter member of the authority, whose members also include representatives from Pulaski County, the Town of Dublin, City of Radford, and Montgomery County. The plant's treatment capacity is 9 million gallons per day.

Figure 3: Fiscal Year Total Flow to PFRWTA
 Source: PFRWTA Treatment Invoices



Under the original user agreement, the Town and other members of the Authority were apportioned pump station and treatment capacity at a predetermined level. The Authority could order the Town to begin planning for additional sewer treatment capacity when it averaged 85 percent of its capacity or 2.223 MGD for three consecutive months. If the average daily flow was 95 percent of the Town’s allocated capacity or 2.484 MGD, PFRWTA could have required the Town to either obtain additional capacity or have PFRWTA approval before issuing any building permits.

The Town exceeded 85 percent of its allocated capacity for three consecutive months in 1994 and PFRWTA restricted the Town’s ability to issue certain building permits. In response to the situation, the Town developed an aggressive inflow and infiltration (I/I) abatement program. Due to the Town’s efforts in reducing its I/I flow, the Authority released the restrictions about a year later. The following chart shows recorded flows from town to Peppers Ferry between July 1991 and May 2015.

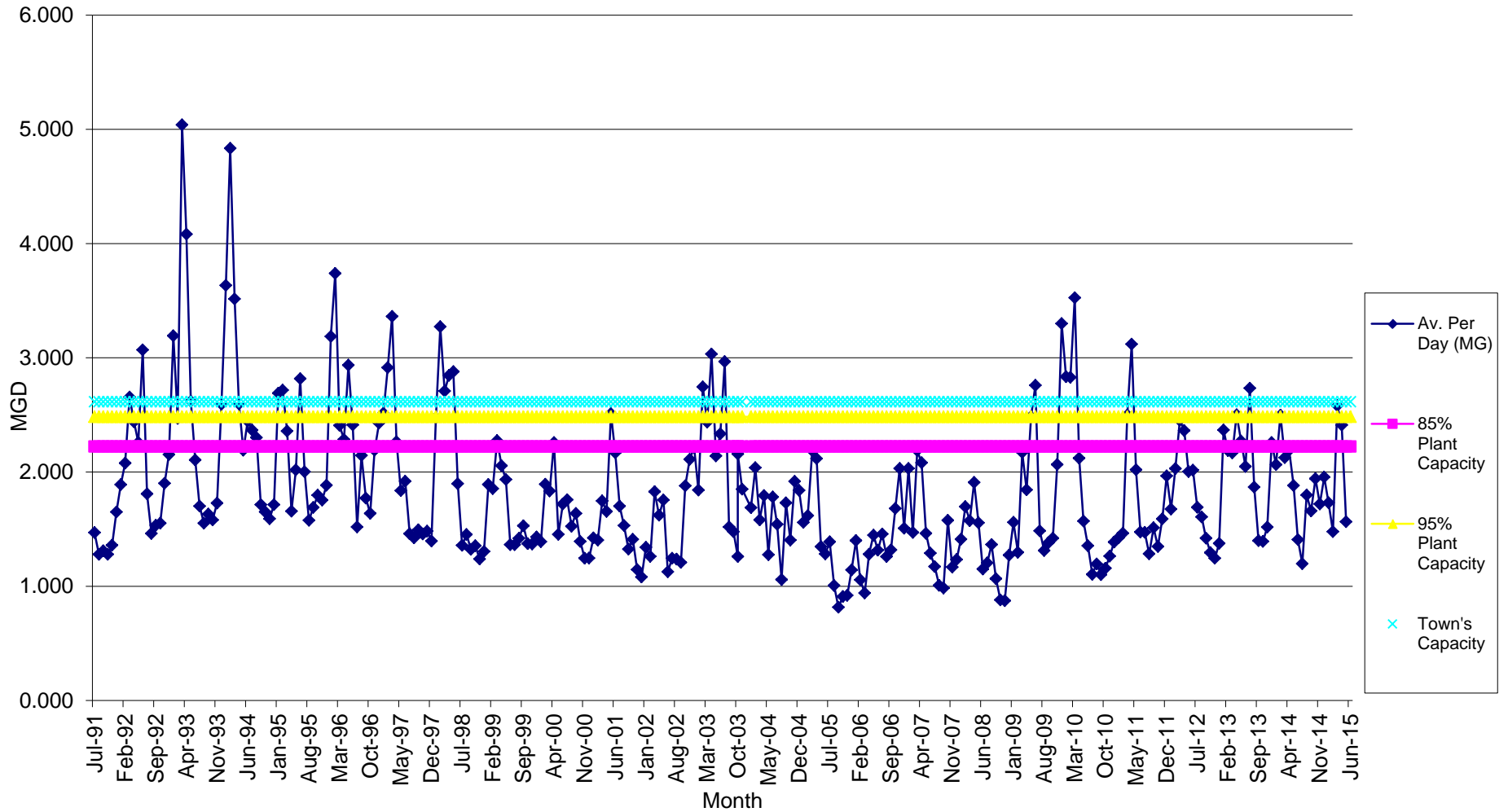
In 2002, the Authority revised the user agreement regarding the allocation of pump station and treatment plant capacities for its members by changing from a pre-determined allocation of capacity to a use capacity.²⁶ This revision gave members of the Authority “equal rights to hydraulic flow and pollutant loading of the regional facilities.” It also required Peppers Ferry to plan for the future needs of authority participants by:

- Maintaining adequate plans for expansion of its facilities by 25% including: conceptual plans; a Preliminary Engineering Report (PER) designed to provide adequate design capacities for a 15% available normal base flow capacity and sufficient reserve for wet weather, peak flows and abnormal or unusual flow excursion conditions.
- Projecting capacity needs for 20 years, with updates of capacity plans every 5 years; and
- Conducting planning for an individual authority member if the member does not submit planning projections within four months of the Authority’s request for such projections.²⁷

²⁶ Adoption Resolution Regarding User Agreement, Resolution 2002-08.

²⁷ PFWRTA User Agreement, revised January 5, 2006, Article III, Section 3.1-3.5.

Figure 4: Average Daily Flows (MGD) to Peppers Ferry Per Month July 1991-May 2015



Apportionment of Treatment and Capital Financing Costs

According to the User Agreement, charges are levied on members in proportion to their use of the Authority's services. Payment for treatment charges, debt service and pump station costs are paid proportionally according to the flows from each participating jurisdiction.²⁸

The cost for capital facilities is divided among those members of the Authority that have a common proportional flow through designated "cost centers". There are four installations that are designated as "cost centers" and include: 1) the Radford Pump Station and its force main; 2) New River Pump Station; 3) New River Pump Station force main; and, 4) the Regional Treatment works.²⁹

Of these facilities, the Town of Pulaski is responsible for a portion of the cost of the New River Pump Station and the Regional Treatment works. All members of the Authority are responsible for the cost of the New River Pump Station, since flows from all members must pass through this facility to be pumped to the Regional Treatment works. Likewise, the members all share in the cost of the regional treatment facility, the sole source of treatment within the Peppers Ferry system.

The funding of capital improvements by the Authority is accomplished, as with municipalities, by the issuance of revenue bonds. Pepper's Ferry, under the *Virginia Water and Sewer Authorities Act*, has the authority to issue revenue bonds which are ". . .to be payable solely from revenues to pay all or part of the cost of a storm water control system or water or waste system."³⁰

Debt service on these bonds is paid by members based on a proportional ratio set by flows. The amount of debt service apportioned to each member is determined during the annual budget process. Members are charged monthly 1/12th of their proportional annual share of the debt service for the "cost center". The proportion of the annual cost is determined on previous year's capacity, which is fixed for the fiscal year.³¹

For several years, the Town of Pulaski has been held responsible for 40% of the debt service cost, based on flows from the Town to the Authority. The Town was assessed a higher proportion (84%) of debt service for repairs to equipment possibly damaged by sulfates (SO₄) from the Town.

The member's portion of operating costs is based on a set rate for capacity, designated as dollars per million gallons (\$/MG) multiplied by the user for each "cost center". The rate is determined by various considerations such as anticipated cost, projected deficits, and flows from the user, which is then multiplied by established "cost center" rates. The

²⁸ PFRWTA, User Agreement, revised January 5, 2006, Article V, Section 5.1.

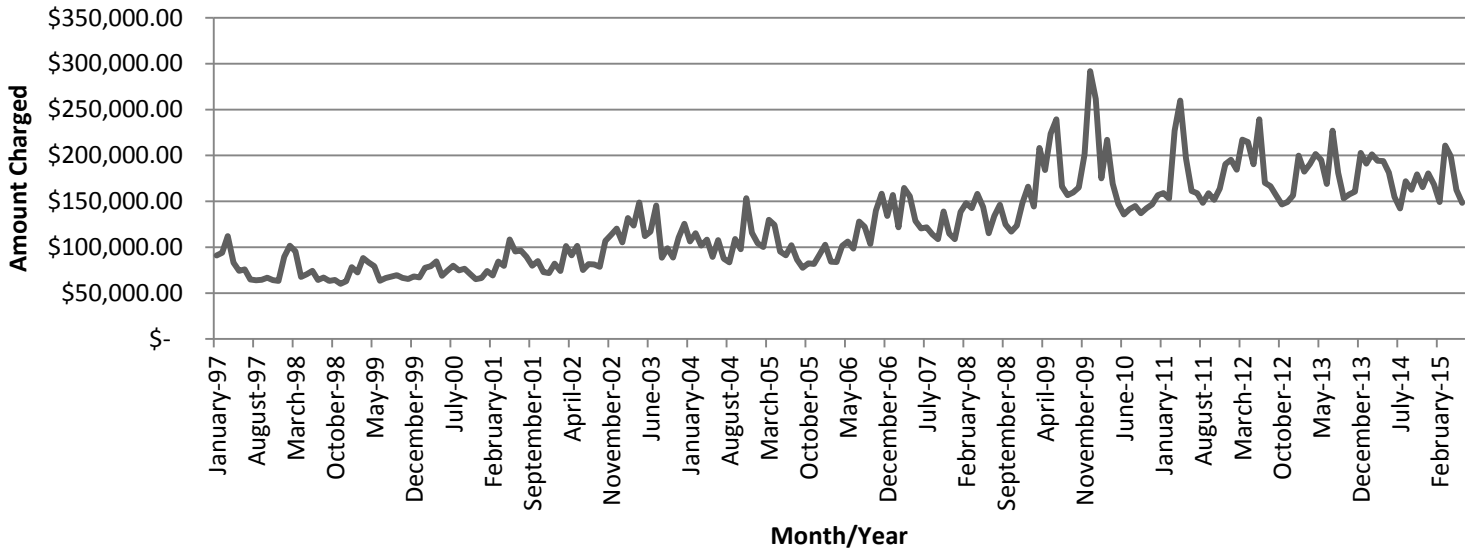
²⁹ PFRWTA User Agreement, revised January 5, 2006, Article V, Section 5.2 a.

³⁰ Code of Virginia 1950 as amended, §15.2-5114 (7).

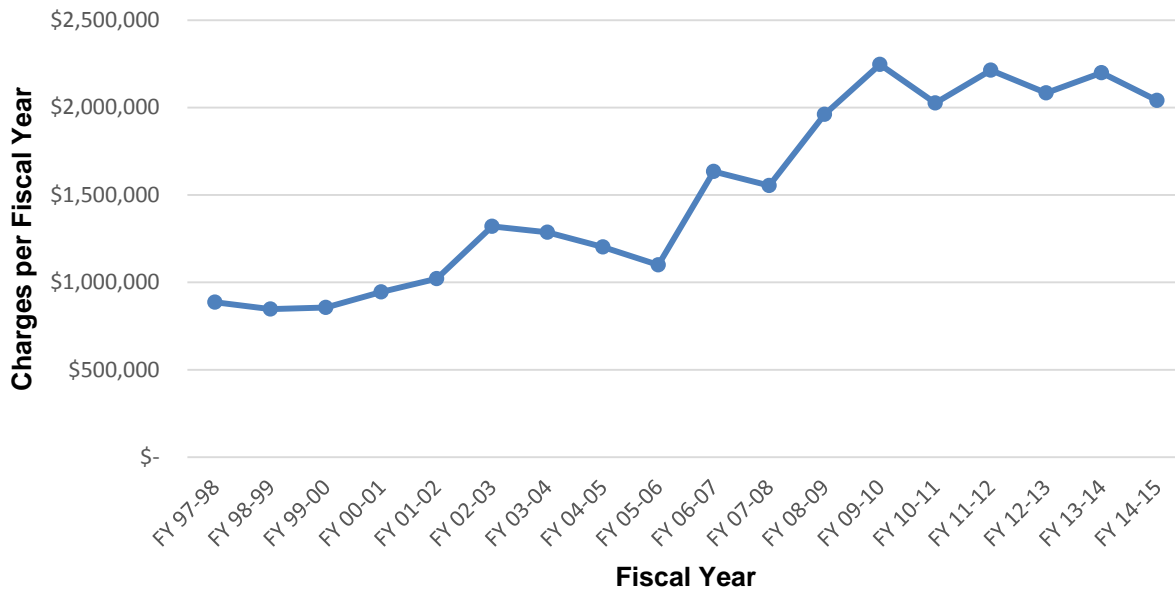
³¹ PFRWTA User Agreement, revised January 5, 2006, Article V, Section 5.2 b.

following graph shows the amount billed to the Town by month and by fiscal year from 1997-98 to 2014-15.

Figure 5: PFRWTA Monthly Treatment Charges- Jan. 1997-May 2015



**Figure 6: Total Fiscal Year Charges-PFRWTA
FY 1997-98-FY 2014-15**



SOURCE: PFRWTA Invoices.

Recently the Town performed maintenance and upgrades to units 4A and 4B in the Peppers Ferry system. Starting in 2014, stations 4A and 4B were upgraded according to recommendations made by *Draper Aden & Associates* in 2011. Major improvements

included replacement of main pumps, equalization basin repairs, replacement of valves, upgrade of electrical systems, structural work and rebuilding of screens and grit chambers. The cost for improvements to these two stations was approximately \$1 million.³²

Of concern to the Town is that the cost of service by Pepper's Ferry Regional Wastewater Treatment Authority continues to rise. Increases in the cost of treatment, debt service, and capital improvements have in turn forced the Town to raise rates for sewer service resulting in several undesirable effects such as:

- Increasing overall utility costs for town citizens to burdensome or unsustainable levels.
- Weakening the Town's ability to attract new industries and businesses.
- Increasing operating costs for existing industries and business.
- Stressing the Town's operating budget with higher costs for treatment, special levies and capital improvements.

Water Production, Transmission and Distribution

The Town's water production-transmission-distribution system serves approximately 4,424 customers in the Town and portions of the county. Water is pumped from the primary impoundment at Gatewood Reservoir to the Water Filtration Plant on Randolph Avenue. The Filtration Plant, with a 4.0 million gallon per day capacity, processes the water which is then sent through the Town's distribution system, consisting of approximately 70 miles of pipelines, to residential, commercial and industrial customers.

Water Supply Infrastructure

The Town's water supply includes two reservoirs, Gatewood and Hogan's. Gatewood Reservoir is the primary water supply for the Town. Completed in 1960, Gatewood has a storage capacity of approximately 1.1 billion gallons and is somewhat unique in that its watershed drains the Jefferson National Forest and is not downstream of any developed areas. The filtering effect of the undeveloped forest land, saves the Town treatment costs by partially filtering the runoff before it goes into the reservoir. In addition, the lack of development upstream of the reservoir also saves treatment costs for man-made impurities. Another unique feature of the reservoir is that Gatewood is fed by many springs, which contributes to the high quality of water and a more stable reservoir level.

The secondary water supply is located at Hogan's Reservoir. Originally the primary source of the Town's water, Hogan's has a storage capacity of 330 million gallons. Although the watershed is now privately owned, the Town maintains the right to draw

³² Preliminary Engineering Report for Improvements to Sewage Pump Stations 4A and 4B: Town of Pulaski, Virginia; *Draper Aden & Associates*, 2011 and Project Manual for Improvements to Sewage Pump Stations 4A & 4B: Town of Pulaski, Virginia; *Draper Aden & Associates*, 2012.

water from the reservoir as necessity dictates. An added bonus is that water from Hogan's is gravity fed to the Filtration Plant on Randolph Avenue. Should the primary raw water pump station go off-line for any reason, water may be gravity fed directly from Hogan's without incurring any additional pumping costs.

Water is supplied from the Gatewood impoundment to the Filtration Plant by the Raw Water Pump Station located on Peak Creek. The station is powered by three 150 hp pumps, two of which provide water to the Filtration Plant while the third acts as a back-up. At full capacity, the station can supply 4 million gallons of water to the Filtration Plant in a 24 hour period.

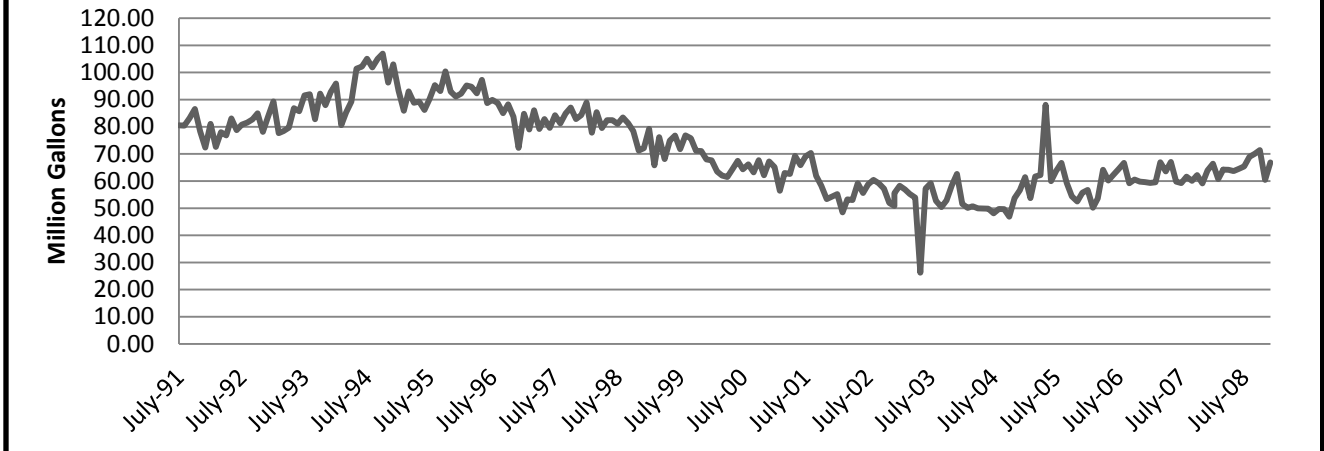
Water Filtration

Water for the Town's system is processed at the Filtration Plant located on Randolph Avenue. Initially constructed in the 1950's, the plant had a peak production capacity of 3 million gallons per day. Following renovations in 1991, the plant's peak production capacity was expanded to 4 million gallons per day.

The plant's primary responsibility is to provide drinking water for the entire town. In connection with this function the plant is also responsible for the testing and collecting data regarding both the quantity and quality of the water produced for the Virginia Department of Health. Personnel at the plant monitor the level of the Gatewood reservoir, oversee operations of the raw water pump station, monitor water level in the tanks, and perform basic maintenance on the facilities as required.

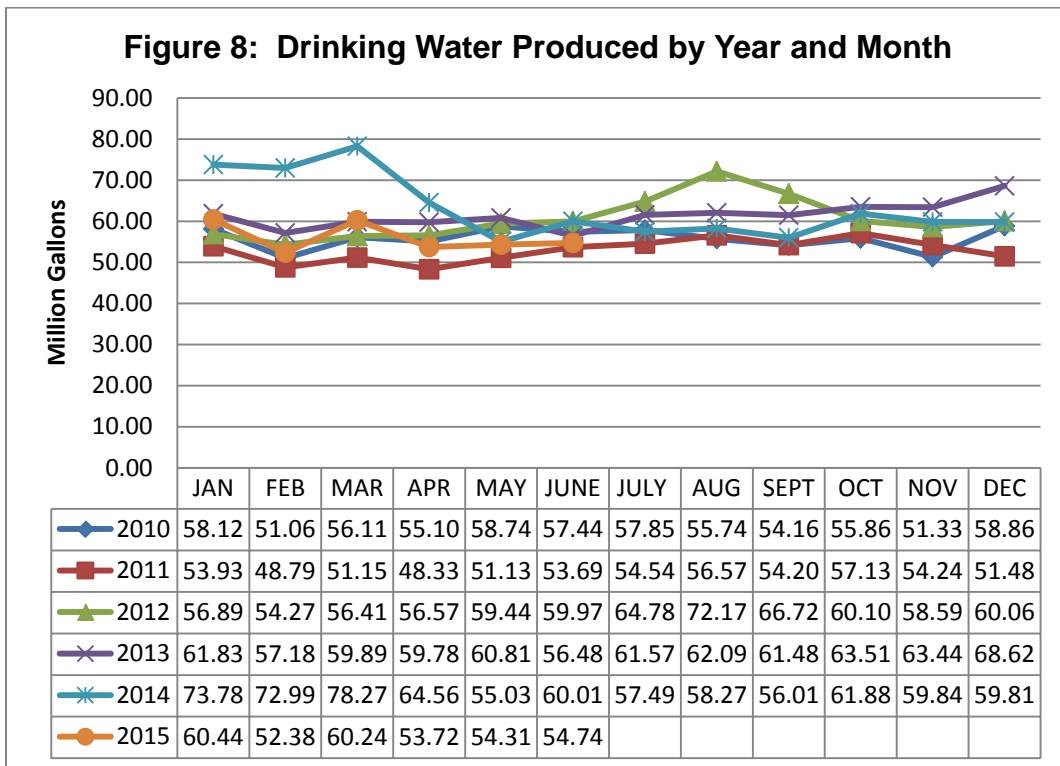
Overall, water production by the Town has fluctuated due to the loss of major water users in the 2000's such as *RENFRO* and *Pulaski Furniture*, and reductions in force by other major water uses as *Jefferson Yarns* and *CINTAS*. However, the opening of *James Hardie Building Products* in 2007 has helped keep production at or above an average of 2 million gallons per day (50% capacity). Production of treated water from July 1991 to December 2008 is shown in the chart in Figure 7.

**Figure 7: Production Volume --Treated Water
July 1991-December 2008**



After 2010, overall production of drinking water, as shown in Figure 8 below, appears to have remained somewhat steady with the exception of a spike in production in August 2012 and March 2014. The more stable production of finished water appears in response to recycling of water used by some of the Town's larger industries in their industrial processes.

Figure 8: Drinking Water Produced by Year and Month



Production of Drinking Water from January 2010 to June 2015

SOURCE: Pulaski Filtration Plant-Chief Operator

In 2014 and 2015, the Filter Plant went through its second major upgrade resulting in improvements to the Raw Water Intake, the chemical feed process and the plant itself. The Raw Water Intake was equipped with new pumps, an emergency generating system, electronic monitors for the wet well intake, in addition to new electrical and valve control assemblies. The Filter Plant itself was refitted with new valves, water pumps, computer controllers; filters, upgraded electrical service and an emergency generator. The most far reaching change was the elimination of chlorine gas in the treatment of water. The latest upgrade features a new hypochlorite treatment system containing new feed pumps, bulk storage tanks, and feed lines, which will allow water to be treated much more safely with the hypochlorite compound rather than the more dangerous chlorine gas.³³ The cost of the improvements was approximately \$2.9 million.

Water Distribution and Storage

Following treatment at the Filtration Plant, the finished water is then piped into the Town's distribution and storage system for delivery to consumers. The delivery system for the Town's water supply consists of approximately 70 miles of pipeline (ranging from 2 inches to 16 inches in diameter), 14 storage tanks, and 11 pump stations.

The town is divided into ten pressure zones to provide service to various areas of the town. Each zone has specific pump stations and storage tanks assigned to provide water to that zone's residents. The Bertha Street/Cool Springs/Ridge Avenue zone is the largest in area and usage, and supplies other zones with water pumped from this zone into other areas of the Town by the Needmore, Pleasant Hill, Ridge Avenue, Caseknife, Garner Avenue and Pierce Avenue pump stations.



The Draper Mountain Pump Station and Draper Mountain Tank.

A chart of the pressure zones, a listing of their supporting infrastructure, and a map of the ten pressure zones are included in Table 23 and Figure 9.

³³ "Summary of Plant Improvements", Gary Jennings, Chief Operator, July13, 2015.

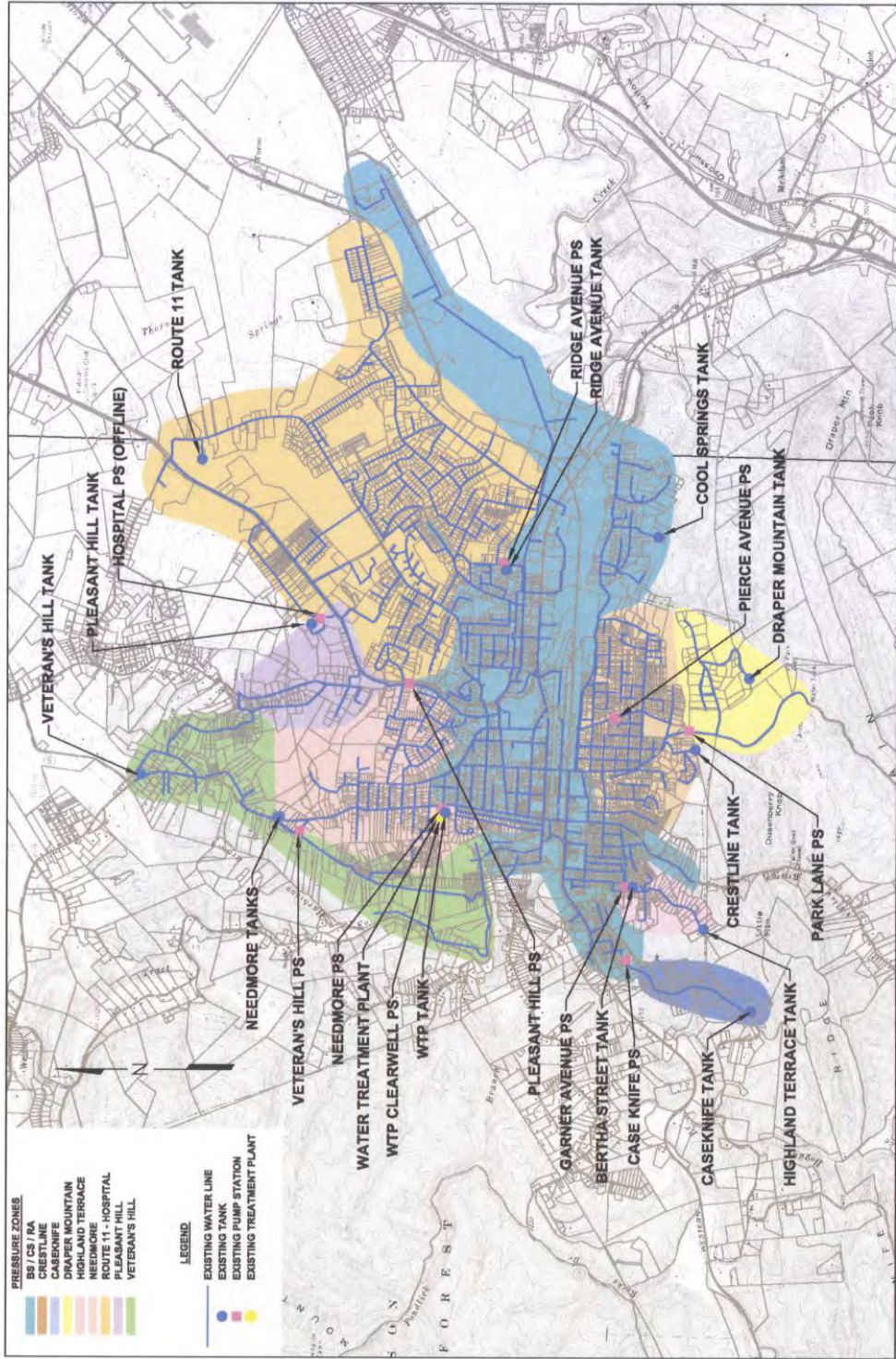
Table 23: Town of Pulaski-Pressure Zones and Supporting Infrastructure

Pressure Zone	Supporting Pump Stations	Supporting Storage Tanks
Bertha Street/Cool Springs/Ridge Avenue	Clearwell Pumps at Treatment Plant	Treatment Plant Tank; Bertha St. Tank; Cool Springs Tank; Ridge Avenue Tank
Needmore Pressure Zone	Treatment Plant	Needmore #1 & #2
Veteran's Hill Pressure Zone	Veteran's Hill Pump Station	Veteran's Hill Tank
Pleasant Hill Pressure Zone	Pleasant Hill Pump Station	Pleasant Hill Tank
Hospital Pressure Zone	Fed by Route 11 Pressure Zone	Route 11 Tank
Route 11 Pressure Zone	Ridge Avenue Pump Station	Route 11 Tank
Case Knife Pressure Zone	Case Knife Pump Station	Case Knife Tank
Highland Terrace Pressure Zone	Garner Avenue Pump Station	Highland Terrace Tank
Crestline Pressure Zone	Pierce Avenue Pump Station	Crestline Tank-Replaced in 2015
Draper Mountain Pressure Zone	Draper Mtn. Pump Station	Draper Mountain Tank

Source: Anderson & Associates

Figure 9: Water System Map

TOWN OF PULASKI WATER SYSTEM



SYSTEM MAP

0 4000 8000

SCALE IN FEET



Water Transmission

Water from the Town’s Filtration Plant is piped to storage tanks by a system of 11 pump stations distributed throughout the system. The primary purpose of the pumping system is to keep storage tanks at an adequate level for service to residents inside the pressure zones. The Town has improved the efficiency of the system with construction of new pump stations on Case Knife Road, North Washington Avenue and Pierce Avenue. A listing of the pump stations are listed in the chart below.

To save funds and expedite the installation of needed pump stations, the Town has adopted a standard pump station design that will pump from 325 to 350 gallons per minute. Examples of this standard design are the Pierce Avenue Pump Station, Draper Mountain Pump Station and the Case Knife Pump Station.

Table 24: Town of Pulaski Water System Active Pump Stations

Pump Station	Capacity GPM* (gallons per minute)
Case Knife Road	300 GPM
Draper Mountain	350 GPM
Lee Highway North	320 GPM
Magazine Street	180 GPM
Martin Avenue	50 GPM
Pleasant Hill	325 GPM
Raw Water	**
Ridge Avenue	325 GPM
Thaxton Road	118 GPM
Pierce Avenue	325 GPM
High Service	

Source: Town of Pulaski Engineering Department

*gallons per minute**Raw water pump station can supply 4MGD of water at operating at full capacity.

Water Storage

The Town of Pulaski is served by 14 storage tanks with a total storage capacity of 5.023 million gallons. This amount is sufficient to allow the Town to operate for 24 hours using the tanks alone.

According to the 1996 Draper Aden Water Distribution Analysis, the Town’s water tanks serve the following functions:

- “to equalize demands on sources of supply, treatment facilities, pumps, and transmission and distribution mains by meeting hourly variations in demand;
- to help maintain uniform pressures;
- to provide emergency storage for fires, power outages, equipment failures and water line breaks.”

The tanks are the primary source of pressure for households on the Town’s water transmission system. Pressure is generated by the difference in the “head elevation” of the top of the water in the tank and the elevation of the surrounding service area.

Table 25: Water Tank Inventory - Active Units Town of Pulaski

Name	Capacity (gallons)	Ground Elevation (ft. above Sea Level)	Overflow Elevation (ft. above Sea Level)
Bertha Street	1,000,000	2099.25	2123.00
Caseknife Road	133,000	2290.00	2325.40
Cool Springs	200,000	2085.40	2123.00
Crestline	125,000	2216.00	2243.00
Draper Mountain	100,000	2521.31	2546.31
Highland Terrace	20,000	2211.67	2243.00
Mt. Olivet	20,000	2152.00	2183.25
Needmore 1	125,000	2208.75	2238.75
Needmore 2	500,000	2208.75	2238.75
Pleasant Hill	500,000	2214.00	2154.00
Ridge Avenue	400,000	2070.50	2123.00
Route 11	1,000,000	2125.50	2221.00
Treatment Plant	400,000	2071.00	2123.00
Veteran’s Hill	500,000	2247.00	2316.50

SOURCE: Town of Pulaski Engineering Department

The greater the difference in elevation between the two figures, the more pressure is generated. Water gains approximately 0.43 pounds per square inch in pressure for each foot in elevation that it drops.

Capital Planning and Land Use

Utility service facilities run almost continually providing services to the public. These facilities normally are off-line only for routine maintenance or for repairs in the event of malfunction.

Because of the almost continuous use, machinery and equipment require constant preventive maintenance and monitoring. Equipment is slated for replacement if it becomes inoperative, if parts for an older unit are no longer available to allow continued operation of the equipment by the Town, or if replacement or upgrading will result in an increase in system efficiency.

In 2008, *Anderson & Associates*, as part of a *Virginia Department of Health* planning grant, performed a review of the Town’s water system focusing on leak detection and improving the overall system operating efficiency. The recommendations for capital improvements with regards to system efficiency and operations are summarized in Table 26.

Table 26: Recommended Capital Projects for Water Utility Leak Detection and Operational Efficiency

Capital Project	Description/Purpose	Estimated Cost
Flow meter at each pump station	Provide capacity to track the amount of water entering a specific pressure zone and the amount removed from contributing zones	\$299,000
Updated billing software for tracking	Provide accountability for the amount of water sold and comparison with flow into a pressure zone	\$275,000
SCADA at each tank and pump station	Allows employees to remotely monitor conditions in the field	\$407,000
Meter replacement program	Improve meter accuracy for tracking; reduce of water lost in the system.	\$968,000
Route 11 Pressure Zone transmission line	Improve flow to the Route 11 water tank.	\$1,390,000
Change control valve settings in the Bertha St./Cool Springs/Ridge Avenue zone	Move pump controls to the Ridge Avenue tank and install altitude valves on Treatment, Bertha and Cool Springs tanks to keep Ridge Ave. tank full.	\$255,000
Fire flow upgrades to Crestline Pressure Zone	Install new feeder lines and pump to raise flows in the zone.	\$2,400,000

Source: Anderson & Associates

In 2011, *Draper Aden & Associates* conducted a preliminary engineering review of needed improvements to Station 4A and 4B in the Peppers Ferry system. Those recommendations were implemented in the station improvements of 2014 as discussed previously.

In addition to the continuous use of utility systems equipment, another issue is the aging of the Town's utility infrastructure. Large scale replacement of water and sewer mains must be done, given the age of the Town's system, if frequent interruptions of service to customers are to be avoided. Likewise, a scheduled maintenance program for water tanks will allow the useful life of these units to be extended, but replacement will be necessary for older units in service. Pump stations for water service are, in some cases, 25 or more years old and will require replacement with new more efficient units.

Future land use depends upon the presence or absence of utilities or the capacity of existing utilities to serve a given area. Given the cost of these improvements, the Town must plan capital improvements carefully or take new measures, such as building a pre-treatment facility in a public/private partnership, to keep utility costs down. Careful use of the 5 year Capital Improvements Program for the General, Water and Sewer Funds offers the possibility to plan to lessen the fiscal demands on the Town and its citizens for upgrading its utility infrastructure.

With respect to land use, the zoning regulations must allow the placement of public utility installations in every district to ensure access to and availability of utility services.

Solid Waste Disposal

The New River Resource Authority (NRRA) is responsible for disposing of the Town's solid waste. Members of the NRRA are Pulaski County, the Town of Dublin, the City of Radford, the Montgomery County Regional Solid Waste Authority, and Giles County.

The primary responsibility of the Authority is operation of the 900 acre Cloyd's Mountain landfill, which opened in late 1996 with an anticipated 40 year lifespan.

Collection of solid waste in Pulaski County, the Town of Pulaski, and the Town of Dublin is the responsibility of the Pulaski County Public Service Authority. By ordinance, all County residents must be signed up for the Authority's collection service. In 1999, the Town began joint billing of PSA solid waste accounts in the Town along with the monthly bill for utilities.

Electric Service

Electricity is provided by *Appalachian Power Company*, a subsidiary of *American Electric Power* which operates in seven states with corporate headquarters in Columbus, Ohio. Eighty-nine percent of AEP's electrical energy is generated by coal and the remainder is generated by nuclear and hydro-electric facilities. Local hydro-electric generating facilities include the Claytor Dam on the New River near Radford, and the Virginia and the Byllesby-Buck Hydro-electric dams on the New River in Northwestern Carroll County.

Natural Gas

Natural gas service is provided to the town and surrounding areas by *United Cities Gas*, a subsidiary of *Atmos Energy Holdings, Inc.*

Internet Service

The extraordinary growth in digital and computer technology has given citizens of the Town of Pulaski a variety of internet service providers. Residents have a choice of internet service by itself or a part of a "bundled services" offering that allows residents to get internet, digital television and telephone service as part of a comprehensive package. Providers such as Comcast and Verizon offer internet service in Pulaski, as well as bundled packages including television and phone service.

Telecommunications Service

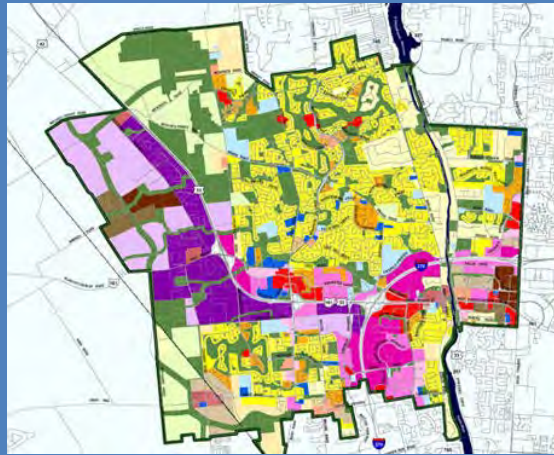
The capabilities of the Town's telecommunications service has expanded greatly with the application of and advances in digital technology. A unique feature of this technology is that local and regional telephone services are able to provide different types of telecommunication services to Town residents. These new services have been augmented by the upgrading of the Pulaski switching station on Main Street and the installation of fiber optic cable in the Town and County to handle increased data transmission, communication and computer-based telephone services.

Standard local land-line telephone service is provided by Verizon, which offers the latest technology to its customers. Pulaski residents may make local calls to Dublin, Radford, Christiansburg, Blacksburg and Pearisburg.

Cellular phone service is available to residents through a variety of providers such as Verizon Wireless, AT&T, and U.S. Cellular. To facilitate and improve cell phone service to Town residents, two cellular towers were erected on Ridge Avenue.

Future Efforts

The Town should continue to invest in technology to improve management and maintenance of Town utility infrastructure. The Town should also work with other service providers to encourage investment in and improvement of those utilities.



Land Use

The purpose of this section of the Comprehensive Plan is to provide a set of general land use guidelines for the future growth and development of the Town.

Geographic Factors Affecting Land Use Patterns

The Town has historically grown to the northeast. This directed growth is due to two geographic features steep terrain that surrounds the Town to the south, west and northwest and the presence of an active and significant floodplain in the “central core” of the downtown.

The prime geographic factor that has historically channeled the Town’s growth to the northeast, has been the steep and mountainous terrain surrounding the Town on three sides.

The Town is surrounded by steep terrain with Draper’s Mountain to the south and southeast, Case Knife Ridge to the west and southwest, and Chestnut Mountain to the northwest. Slopes in these three areas tend to measure between 15% and 90% with buildable areas limited to ridge tops, areas between foothills and drainage channels. Likewise the foothills of Draper’s Mountain at the intersection of Route 99 and Interstate 81 constricts the development of this area to a narrow band of gently sloping land between the mountain itself and the steeper, more uneven terrain where Peak Creek enters the headwaters of Claytor Lake.

Pulaski’s early growth centered on the level terrain located along Peak Creek. This area (0% to 5% slope) proved extremely conducive to the rapid pace of growth in the early 20th Century by providing easily accessible and level building sites.

In the early 1960’s, the building and rerouting of new and existing streets gave the Town access to the more level and easily developed terrain to the northeast. Terrain to the

northeast of the town tends to be fairly level (0%-5% slope) and remains so on into central Pulaski County between the towns of Dublin and Pulaski. Both Route 99 and Route 611 (Newbern Road) became main routes of travel into this area which spurred development northeastward.

The second factor, which has affected the development of land uses in town, has been the presence of a floodplain along the Peak Creek channel. Drainage from the surrounding higher terrain, coupled with the extensive drainage area of the Tract Fork branch of Peak Creek, have combined several times in the Town's history to produce serious flooding. According to the 2008 Flood Insurance Rate Map compiled by FEMA, nearly all portions of downtown are in the 100-year floodplain and the 500-year floodplain. Recent studies concerning flood mitigation showed that the town suffered 11 "100-year floods" and one "500 year flood in the 20th Century, despite Peak Creek's having been deepened and widened in the late 1880's and 1950's. With large tracts of available land to the northeast that were close to the Town and that were comparatively level and not subject to flooding, development soon followed existing and newly constructed roads to this area.

These two factors have influenced the direction and growth of the Town throughout its land use history.

Summary of Development History

Since its founding, the Town of Pulaski has historically moved northeast to take advantage of the more easily developed terrain in this area of the County. The basic pattern of land use in the western and southwestern portion of the Town has changed little from its early 20th Century pattern with industrial uses centered along the railroad, commercial uses in the traditional Downtown and along major town streets, and residential uses prevalent to the southeast, southwest and northwest.

In the northeastern and eastern portions of town, land use patterns appear to have followed the initial zoning of new areas incorporated into town by the 1958 and 1987 annexations, as well as the construction of major new streets. Commercial land uses followed major roads and streets such as Route 11, Bob White Boulevard, and Route 99, while residential land uses have typically filled in the more easily developed tracts between these major streets with each annexation of new territory. Industrial uses in the northeast were typically located along the major roads, as a result of annexing existing industrial facilities or creating new industrial districts.

Existing Land Uses

In the last 50 years, the Town has adopted four different zoning codes (1957, 1965, 1987, 2003). The current code adopted in 2003 attempted to expand the three basic zoning areas, residential, commercial, and industrial, into more specialized zones for each major category of land use.

Current Land Use

The general classification of land uses under the current zoning ordinance, corresponding zoning districts, and approximate acreage are listed in the following table. Map 2 in Appendix 3 is a zoning map of the Town.

Table 27: Land Use Classification

General Land Use Classification	Corresponding Zoning District	Approximate Acreage
Business/Commercial	B-1, B-2, B-3	483.31
Industrial	I-1, I-2	591.68
Low Density Residential	R-1, R-2	1,833.59
Medium Density Residential	R-3, R-4	867.12
Special Residential/PUD	R-5	300.40
Rural Residential	RR	662.57
Residential Office	R-O	67.55
Drop Site	DS	14.33

Residential Land Use

The current zoning allows for eight categories of residential uses as described below.

The Rural Residential District (RR) is the primary agricultural district in the Town which also permits low density residential development. The R-1 and R-2 Districts are the main districts for development of low-density, single-family detached homes.

R-3 and R-4 are medium-density, residential districts with R-3 emphasizing primarily multi-family units and R-4 emphasizing single family detached residences. Both districts permit a mix of medium-density single family and multi-family uses.

The R-5 District permits low-density single family detached residences as a “by right use” or planned unit developments subject to special regulations regarding density, area, and style of development. The district is intended to foster the creation of Planned Unit Developments to give design flexibility to residential developments.

The Residential Office (R-O) District is designed to permit professional offices adjacent to residential areas, to use former residences as a buffer between residential and commercial areas, or to allow professional services to exist in or adjacent to residential areas without changing the residential nature or appearance of the neighborhood.

The MH-1 District is designed to permit the creation of mobile/manufactured home parks and subdivisions subject to special regulations.

Business Land Uses

Business uses are subdivided into the B-1 Local Business District, the B-2 General Business District, and the B-3 Central Business District.

The B-1 District is designed primarily for commercial activities limited to neighborhoods and community enclaves within the Town. The B-2 District is designed to provide wide ranging retail opportunities along major roads and streets for the Town, surrounding areas of the county and the travelers entering the area. The B-3 District is limited to the downtown area, with businesses based more on the traditional downtown-commercial model.

Industrial Land Uses

Industrial land uses are divided between two primary types: the I-1 Commercial/Industrial District and the I-2 District.

The I-1 District permits heavy commercial activities, such as warehousing and wholesale of goods. It also permits industrial activities that may be conducted within completely enclosed buildings, such as manufacturing, compounding, packaging, assembly and treatment of finished or semi-finished products.

The I-2 District is intended for traditional “heavy” industry, whose primary task is the processing of raw materials that involves the exterior storage of raw materials, interim products and finished goods.

Special Districts

The Town has six special districts consisting of the Historic Districts, Drop Site, Flood Overlay District, and a special zone for bed and breakfast establishments in the R-1 Residential District.

The Historic Districts consist of the Downtown Commercial Historic District, the South Residential and Industrial Historic District, and the Pulaski Historic Residential District.

The Downtown Commercial Historic District includes the central downtown area bounded by Randolph Avenue in the west, Commerce Street and portions of 1st Street, S.E. to the south; Madison Avenue to the east and the 3rd St.-4th Street N.W. alley to the north. This overlay district contains examples of late 19th and early 20th Century commercial architecture. Including approximately 94 buildings, the district has some of the Town’s oldest and most well-known structures such as the Pulaski Theater, the Pulaski County Courthouse, the Pulaski Passenger Station and various churches built early in the 20th Century.

The district is subject to special regulations administered by the Architecture Review Board. Consisting of five volunteers, the Board reviews proposals for building alterations that result in a substantial change to the existing structure. Following review of the proposal, the Board is authorized to issue a Certificate of Appropriateness permitting alterations if it believes the work conforms to the district’s guidelines.

The South Residential and Industrial Historic District and the Pulaski Historic Residential District are two residential historic districts, which are not subject to special regulations. The Pulaski Historic Residential District contains approximately 361 homes in the northern part of town of various architectural styles including Queen Anne, Colonial Revival and Tudor Revival. The Residential and Industrial District is located in the southeastern part of the town and includes the earliest residential and industrial areas from the Town's beginnings.

The Town Council created a small overlay district where the R-1 Residential District and the Pulaski Historic Residential District intersect on the eastern side of Prospect Avenue. Property owners within this overlay district may apply for a special exception to have a bed and breakfast in their residence.

The Flood Overlay District is based on FEMA's 2008 Flood Insurance Rate Map which shows the areas of the Town subject to the 100 year or 500 year floods as well as base flood elevations. Within this overlay district, special regulations are applied governing the placement and building of structures, the general administration of the zone and permitted land uses.

The Drop Site District is a special purpose district with the sole purpose to serve as a transfer point for residents to off-load heavy household items for disposal by the Public Service Authority.

Future Land Uses

The Future Land Use Map (Map 3 in Appendix 3) shows the location of intended development of land uses within the Town as described in the following paragraphs.

Commercial Uses

Presently, the main arterial roads (Route 11, Bob White Boulevard, Route 99) serve as the prime commercial corridors for the Town. An additional commercial area with B-2 zoning was established on a 45 acre tract of the former Allison Farm property, located along the northwest corner of Memorial Drive and Peppers Ferry Road, by an act of Town Council. Other commercial corridors were established along Route 11 at the site of the Pulaski Elementary School and along the south side of Bob White Boulevard from the intersection of Newbern Road and Bob White to the Wurno Bridge.

While it is anticipated that commercial development in the immediate future will result from new businesses relocating in existing structures, larger new commercial areas should be planned for the Route 11, Route 99 and Bob White Boulevard expansion corridor as the Town continues to expand northeast toward the center of the County.

Residential Uses

Residential development is intended for the remnant of the Allison Farm along Peppers Ferry Road, exclusive of the 45 acre tract intended for commercial development on Memorial Drive, as well as the Governor Floyd's Subdivision on Old Oregon Trail and Carolee Court, the English Forest Village on Kensington and Wilshire, the Huff Property on Route 11 adjacent to the Pulaski Elementary School, the Peppers Ferry Meadow area, and infill development on smaller vacant properties throughout the Town.

It is anticipated as the Town expands to the northeast, that residential areas may continue developing near existing residential areas such as Governor Floyds, Bainbridge, and Peppers Ferry Meadow, and across Morehead Lane from the Pulaski Elementary School.

Industrial Uses

Industrial uses appear confined to the Town's traditional southside industrial corridor and to the area currently occupied by *Pulaski Furniture*. Since very little land remains available for industrial development in the *Pulaski Business Park*, additional land will be needed to construct newer industrial facilities closer to the Route 100-Interstate 81 intersection. Sufficient land for future industrial growth appears available in the Route 11-Bob White Boulevard Expansion Corridor from the current town limits to Cougar Trail. Industrial development in this area would be feasible given the presence of existing utilities serving *James Hardie*, *Volvo*, and the *Pulaski County Industrial Park*.

Goals and Objectives

Goals are general statements of what citizens want to see in their community. Objectives are usually expressed as actions or programs. The goals and objectives do not represent funding commitments by the Town, but are broad goal and action items identified for long-term planning purposes and to provide input for the Planning Commission and the Town Council. The order in which the goals and objectives are presented does not reflect prioritization or levels of importance. On an annual basis, the Town Council sets funding priorities and makes funding decisions related to the Town budget. Funding priorities can change over time. The goals and objectives expressed in the Comprehensive Plan may be updated periodically to reflect changes in the needs and priorities of the Town.

Land Use

Goal: Work to eliminate blighted conditions.

Objectives:

- Examine options related to development of an entrance/gateway corridor overlay.
- Undertake outreach (to residential and commercial property owners) to build awareness of code provisions related to property maintenance.
- Increase awareness of Pulaski's historic districts and tax credits available for improving/rehabilitating qualifying historic structures.
- Explore options for clean-up/improvement of the old sewage treatment plant and County PSA large item drop site.
- Pursue creation of a staff position which focuses on blight elimination.
- Explore options related to development of a neighborhood enhancement incentives program.

Goal: Review zoning ordinance to identify needed updates.

Goal: Explore possibility of boundary adjustment.

Goal: Develop a plan/strategy and undertake efforts to improve landscaping/appearance of public spaces and properties.

Objectives:

- Complete Peak Creek Corridor Study and embrace recommendations.
- Pursue removal of vegetation from stone walls along Peak Creek.
- Develop a street/sidewalk maintenance effort.
- Improve Town gateways by developing and implementing a distinctive streetscape at these locations.

- Enhance core areas of Town and develop visual continuity with uniform landscaping and streetscaping.
- Expand and maintain the flower basket/box initiative.
- Work with residents and businesses to improve the overall aesthetics of the community.
- Explore creation of visual ties between neighborhoods that convey Town identity and maintain distinct neighborhood characteristics.

Goal: Continue to recognize Peak Creek as a valuable community asset and work to improve its physical appearance and environmental quality.

Objectives:

- Continue to support the efforts of the Friends of Peak Creek.
- Explore options related to flood hazard mitigation activities.
- Pursue grant funding to help clean up the stream channel of Peak Creek.

Economic Development

Goal: Work with partner organizations, businesses, and citizens to maintain and improve an atmosphere that encourages investment in the community.

Goal: Facilitate revitalization of downtown.

Objectives:

- Encourage development of downtown merchants/stakeholders organization.
- Work with partners to implement recommendations of downtown organization study.
- Work with partners to maintain a climate that fosters entrepreneurs/businesses and encourages their growth and development.
- Pursue CDBG planning grant to examine feasibility of downtown revitalization project.
- Document/promote awareness of downtown investments/projects/successes.

Goal: Continue to facilitate discussion and implementation of options for providing access to high-speed internet service in downtown.

Objective:

- Implement phase 1 extension of broadband capacity in downtown and pursue additional phases of extension as conditions/needs warrant.

Goal: Ensure that adequate land for commercial and industrial development is available to attract new business and industry to the Town and encourage expansion of existing businesses and industry.

Goal: Retain and attract well-educated workforce.

Goal: Partner with Pulaski County, New River Valley Economic Development Alliance, Chamber of Commerce, and Virginia Economic Development Partnership to market and implement economic development opportunities.

Goal: Examine options for partnering to pursue joint enterprise zone designation with the County when the current Town enterprise zone expires.

Goal: Continue to work with current industries and businesses to document successes/experiences in order to build awareness and promote opportunities.

Goal: Continue to build on strengths as tourism destination.

Objectives:

- Recognize and promote assets such as New River Trail, Draper Mountain Bike Trails, Gatewood Park, Calfee Park, Peak Creek, Fine Arts Center, Pulaski Theatre, Pulaski Train Station, and Jackson Park Inn.
- Improve connections to and between assets/points of interest.
- Work with partner organizations to accomplish beneficial objectives.
- Market/promote successes.
- Coordinate with regional New River Valley tourism efforts, as well as Southwest Virginia Appalachian Spring, Crooked Road, and 'Round the Mountain initiatives.

Goal: Continue to foster relationships with higher education institutions and support provision of educational and cultural opportunities.

Goal: Support community-building events, organizations, and businesses.

Objectives:

- Support efforts by the Chamber of Commerce and other groups that are focused on expanding community events in the Town.
- Encourage community beautification efforts.
- Encourage and support events by partnering with civic organizations.
- Encourage volunteerism throughout the community among all age groups.

Goal: Create opportunities to assist new residents in learning about and connecting with the community.

Utilities

Goal: Identify opportunities to make water system improvements not included in the current round upgrades.

Goal: Continue to undertake sewer system maintenance and improvements to address issues such as infiltration and inflow and pump station maintenance/upgrades.

Objectives:

- Identify options to redirect industrial wastewater from Pulaski Business Park so that it flows more directly toward the wastewater treatment plant.
- Examine wastewater pretreatment options.

Goal: Undertake geo-location of water and sewer infrastructure in order to create a more robust and useful geographic information system resource layer.

Transportation

Goal: Continue to maintain and improve streets and thoroughfares.

Objectives:

- Pursue Rt. 99/East Main Street improvement project which is in VDOT construction program.
- Replace/rehabilitate aging bridge structures: Rt. 99/East Main Street bridge over Peak Creek; and Commerce Street bridge over Peak Creek.
- Pursue development of pedestrian crossing on Memorial Drive at intersection with Rt. 11.
- Support improvement and expansion of bicycle and pedestrian facilities.

Goal: Maintain partnership with New River Valley Senior Services and Pulaski County to provide for continued operation of Pulaski Area Transit.

Goal: Study implementation of two-way traffic on Main Street.

Goal: Support extension of passenger rail service to the Town of Pulaski and the New River Valley.

Goal: Support improvements to the I-81 exit 94 interchange and other interchanges in Pulaski County.

Community Services and Facilities

Goal: Maintain a comprehensive public safety program.

Objectives:

- Provide necessary training and equipment replacement/upgrades for the Police Department.
- Provide necessary training and equipment replacement/upgrades for the Fire Department.

Goal: Explore opportunities to plan/develop a new public safety building for Police and Fire Departments and possibly emergency medical services.

Goal: Embrace results of the upcoming Gatewood Park study.

Goal: Perform inventory and assessment of Town Parks and Recreation facilities.

Objective:

- Explore opportunities to increase connections between, and accessibility to, facilities, such as connecting the Draper Mountain Bike Trails to Gatewood Park.
- Construct outdoor basketball court facility at an appropriate location.

Housing

Goal: Encourage improvement of housing stock to extend viability and keep properties on tax rolls.

Objectives:

- Coordinate with organizations such as Community Housing Partners, the New River Valley HOME Consortium, and Habitat for Humanity to take advantage of opportunities to improve older/substandard housing and to develop new infill housing.
- Increase awareness of Pulaski's historic districts, unique architecture, and tax credits available for improving/rehabilitating qualifying historic structures.
- Pursue CDBG grant funds to help take action on qualifying opportunities for rehabilitation of housing.

Goal: Undertake outreach to residential property owners to build awareness of code provisions related to property maintenance.

Goal: Encourage construction of additional housing.

Goal: Preserve, strengthen, and reinforce the stability and diversity of neighborhoods to improve the quality of residential areas in Town.

Goal: Ensure that new residential neighborhoods in Town are compatible and integrated with the existing community character.

Public Involvement

A community survey was conducted between late October and late November of 2014. Copies of the survey form were distributed with the October mailing of Town water bills. Residents were asked to return completed survey forms to the Town office. The survey was also made available to citizens online via Survey Monkey. Notice of the survey, with a link to the online survey form, was posted on the Town's Facebook page. A copy of the community survey form is included in Appendix 2. A summary of survey responses received is also included in Appendix 2.

Community meetings were held on the evenings of November 12 and 19, 2014, at the Pulaski Train Station. The meetings were advertised in the *Southwest Times*. A summary of issues brainstormed at the meetings is included in Appendix 2.

The summaries of survey responses and brainstorming discussions were used by the Town Planning Commission in developing the Goals and Objectives identified in this Comprehensive Plan.

Implementation

Implementation of the Comprehensive Plan will be accomplished through various means and will depend on local government officials and the public to reference and periodically review the plan. Whenever land use decisions are made, they should reflect the intent of the Comprehensive Plan.

The initial step in implementing the Plan is for the local governing body to adopt the document, at which time it becomes the official policy statement of the locality. Other implementation tools include regulatory measures, minimum standards, a Capital Improvements Program, land use controls, public understanding and awareness, and the periodic review and update of the plan.

Various regulatory measures are available to localities to ensure that policies and strategies in the plan are carried out. Zoning and subdivision ordinances are the principal regulatory tools used by local government to exercise some direct control over physical development that occurs within its boundaries.

Regulations that require certain minimum standards be met are also used to implement the intent of the Plan. Health regulations, erosion and sediment controls, and building and fire codes fall into this category and are important mechanisms for maintaining minimum acceptable levels of housing and health and safety in a community.

Through its Capital Improvements Program (CIP), a locality plans for future expenditures to finance capital projects. A CIP typically is a five-year program that is updated annually by dropping the current year and adding another. Included in the program is a prioritized list of projects that is to be based on the Comprehensive Plan. A CIP functions as an implementation tool by specifying a time frame for when projects referenced in the Comprehensive Plan are to begin, how much they will cost, and how they are to be financed. In this way, capital expenditures are planned and paid for in a wise and coordinated manner.

Land use controls and other regulatory measures depend on effective administration to enforce them. Appropriate officials and agencies within the local government must work together to ensure that ordinances are applied consistently. Often, implementation of the comprehensive plan depends to some degree on intergovernmental cooperation. Local planning proposals should be coordinated with regional development activities. State and federal agencies may need to be involved in capital projects such as road construction projects (e.g. VDOT).

Public understanding and support is crucial to implementation of the comprehensive plan proposals. Local government officials should discuss the planning process openly and informatively, giving presentations whenever the opportunity arises. Citizens can participate in the process through citizen advisory committees. Advisory committees

sometimes handle studies and investigations called for in the plan. In addition, public input can be solicited on particular land use issues through the public hearing process.

The Code of Virginia requires that the comprehensive plan be reviewed and updated at least every five years. This process will keep the public current on the changes in their community and interested in planning for future land use and facilities.

Appendices

Appendix 1
Excerpts from / Copies of Other
Planning Documents

Excerpt from

Pulaski Redevelopment and Renewal Plan

EXECUTIVE SUMMARY

The *Pulaski Development and Renewal Plan* examines a specific target area for development along two blocks of historic First Street in downtown Pulaski (*refer to Appendix #3 & 7*), and offers phased and sequential development steps, an implementation narrative for working with building owners and stakeholders, financial strategies, and sources for financial support. The foundation underlying the *Plan* is based on the observations of the project team, the input of town and county officials, and a series of face-to-face interviews with citizens conducted on November 14-16, 2012. The *Plan* recognizes that the Town of Pulaski (*refer to Appendix #2*) and Pulaski County (*refer to Appendix #1*) constitute **one community** with shared interests supporting the common good.

The *Plan* is a **local** plan that is intended to support private sector growth and development with leadership from citizens in the **community**. The *Plan* presents a sequenced series of steps for development of specific buildings, vacant land, and Peak Creek that, if even partly completed, will constitute a major stimulus for growth, jobs, historic preservation, and renewal in the target area. Although a phased sequence of steps is presented, the overall formula for development can also be achieved with “out of sequence” development work. The *Plan* encourages either property development by current building owners or by new developer-owners, or a combination of both or even a partnership among current owners and developers. A suggested time line for development steps is presented in the *Plan*.

Local leadership will be needed to implement the *Plan* and a newly formed 501c3 non-profit renewal advocacy group, the *Pulaski Champions*, is suggested herein. The Implementation Narrative in this *Plan* covers the set up, mission, and sub-division of labor tasks for the *Champions*. Further, a 501c25 holding corporation is proposed as an adjunct to the *Champions* that would allow the group to hold title to property either in use, under development, or awaiting development. The development work of the 501c25 would then constitute a type of “revolving fund” that would support property-by-property development and renewal. (*refer to Website Resources*)

Additional **local leadership** in the private sector is also advocated in the *Plan* in the form of a Venture Capital Fund corporation that would allow investors from either inside or outside the community to financially support for-profit development work. This *Plan* suggests that the Venture Capital Fund would be the most successful if both financial profits as well as civic improvement are both goals of the Fund. Although the for-profit Fund and the not-for-profit *Pulaski Champions* could not legally interact directly with each other, if the two groups realized the value of the common civic responsibility to the **community** that they both share, then the work of both could be mutually supportive.

For the private sector to see the target area as a desirable place for investment, the *Plan* first proposes a public-private partnership to construct an Aquatic and Wellness Center within the target area. The *Plan*

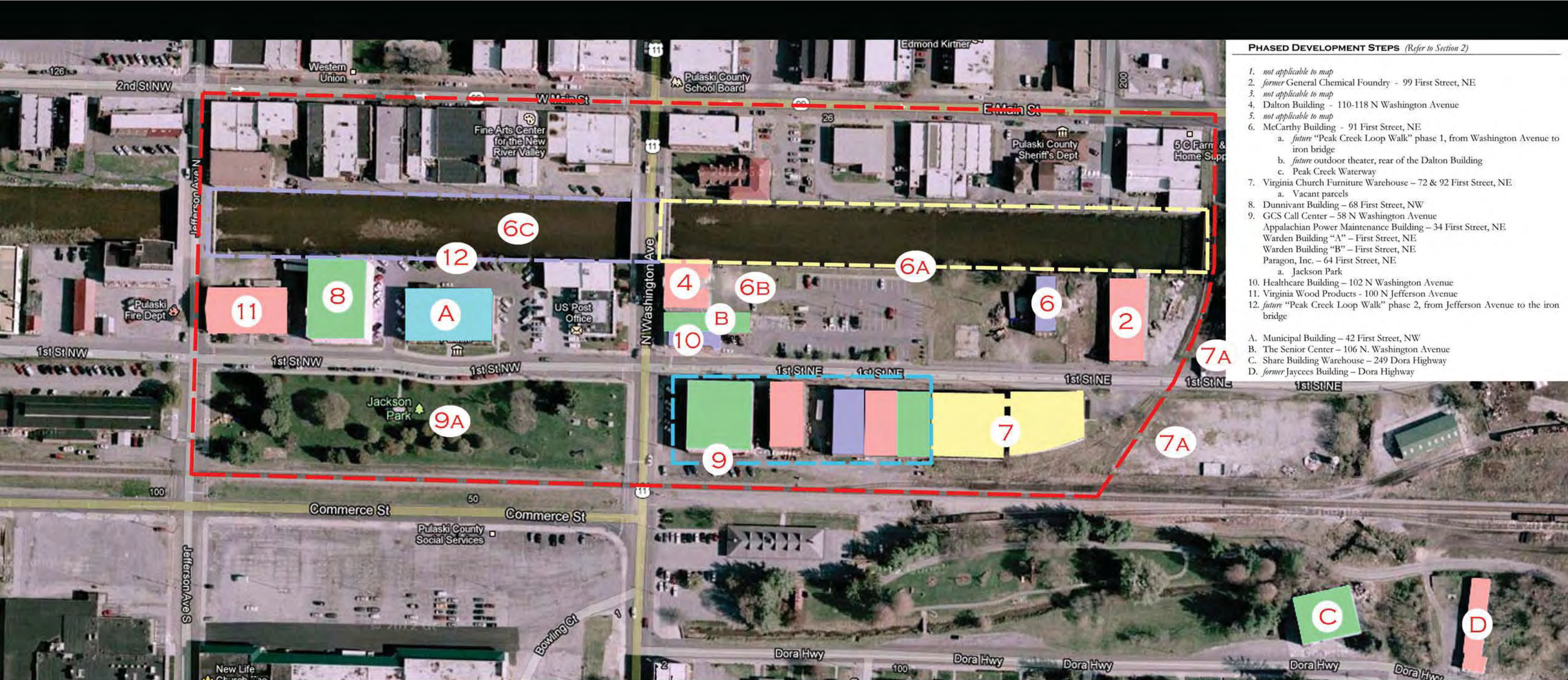
suggests that Center be constructed using both public funds *and* funds raised from the private sector by the *Champions*, as well as grant funds solicited from non-profit organizations. In so doing, the construction cost of the Center to the **community** would be less than if it were built using tax dollars exclusively. The Center then becomes “the anchor place”, drawing individuals and families from the **community** to the target area throughout the day and evening seven days a week.

Lastly, the *Plan* presents a list of resource entities where additional grant funds can be solicited, how to obtain cost estimates for development and renovation work at existing properties, and other supportive information in the form of appendices. One significant strategy described in #7 of *Section 2: Phased Development Steps* that will help to raise awareness and bring the **community** into the commonwealth-wide public eye is a suggestion to conduct the design of the Aquatic and Wellness Center as well as other development projects in the target area as architectural design competitions undertaken jointly by teams of architects and developers.

STATEMENT OF GOALS

This Statement of Goals references the Plan's target area: between Peak Creek and the railroad tracks and between Jefferson Avenue and the iron bridge in downtown Pulaski, Virginia, and seeks to benefit all of the residents of Pulaski County. Hereinafter, unless noted otherwise, the Town of Pulaski and Pulaski County will be referred to as "the community."

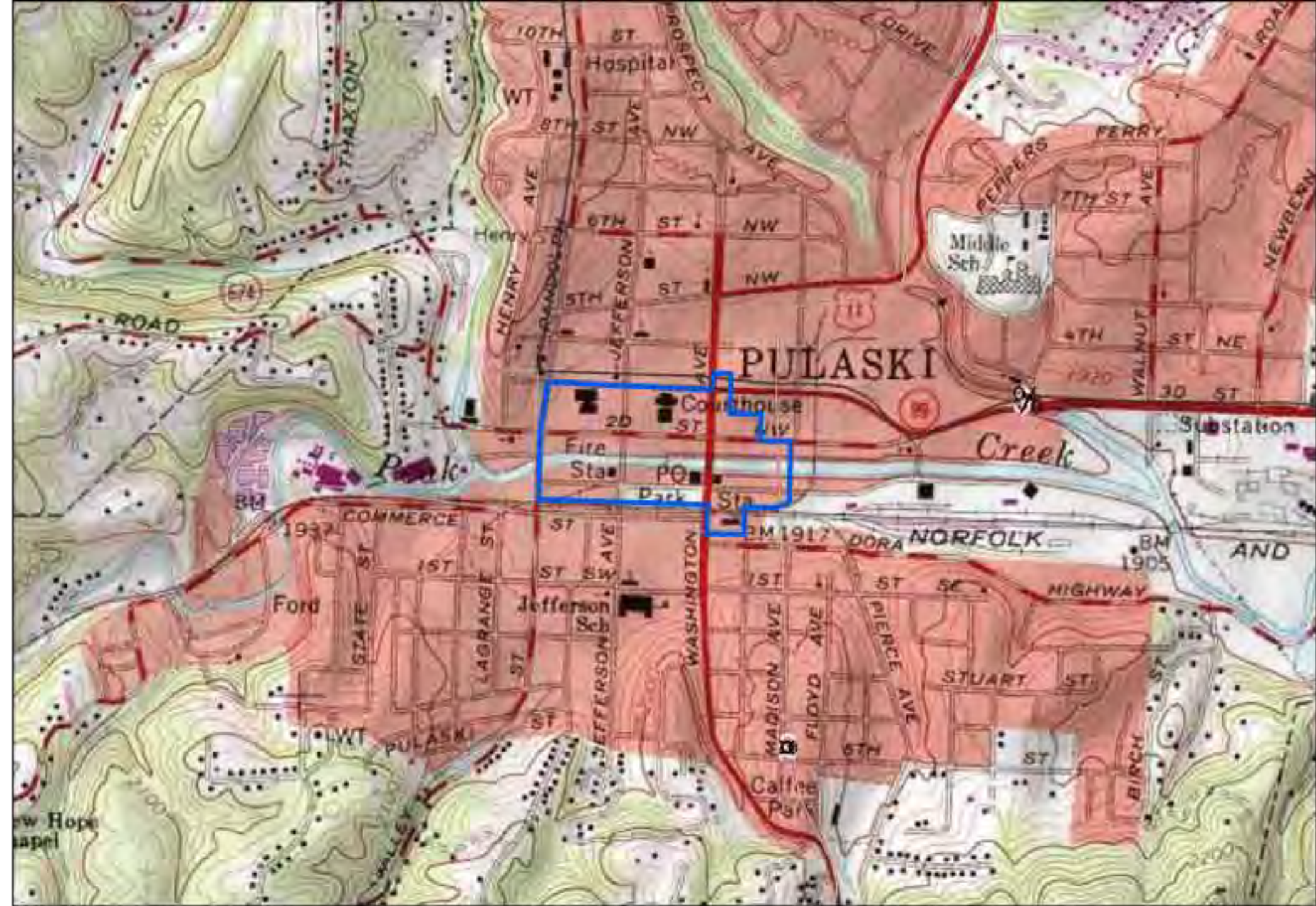
- GOAL #1: To create a "developer-friendly" Plan that will provide a guide and underpinning for positive economic development in the target area. The economic development will increase the community's tax base.
- GOAL #2: The Plan should reflect the community's vision, ideas, and concerns arising from public meetings conducted in Pulaski from November 14-16, 2012. See Appendix #6.
- GOAL #3: The implementation of the Plan should be undertaken through a broad based, citizen-led effort that sparks the ideas, excitement, and hard work of the community. In so doing, the effort will reinforce a positive self-image for the community and clearly illustrate the community's ability to undertake a significant task for the common good.
- GOAL #4: The Plan should reinforce and take advantage of the natural and man-made infrastructure in the target area.
- GOAL #5: The Plan should first focus on elements supportive of the life and health of the community while realizing that other elements that are inviting to tourists and visitors will ultimately also benefit the community.
- GOAL #6: The Plan should be respectful of the historic character of the target area while encouraging the use of historic rehabilitation tax credit and other economic development incentives.
- GOAL #7: The community's effort will be considered a success when:
- a) There are tangible and positive physical results that increase the tax base and public vitality in the target area
 - b) the health, welfare, and self-image of the community are improved.
 - c) the community takes pride in its accomplishments.
 - d) the completed elements of the strategy support other positive future growth in the community.



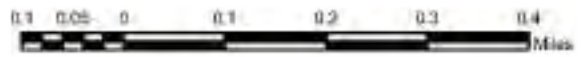
- PHASED DEVELOPMENT STEPS** (Refer to Section 2)
1. not applicable to map
 2. former General Chemical Foundry - 99 First Street, NE
 3. not applicable to map
 4. Dalton Building - 110-118 N Washington Avenue
 5. not applicable to map
 6. McCarthy Building - 91 First Street, NE
 - a. future "Peak Creek Loop Walk" phase 1, from Washington Avenue to iron bridge
 - b. future outdoor theater, rear of the Dalton Building
 - c. Peak Creek Waterway
 7. Virginia Church Furniture Warehouse - 72 & 92 First Street, NE
 - a. Vacant parcels
 8. Dumnivant Building - 68 First Street, NW
 9. GCS Call Center - 58 N Washington Avenue
 Appalachian Power Maintenance Building - 34 First Street, NE
 Warden Building "A" - First Street, NE
 Warden Building "B" - First Street, NE
 Paragon, Inc. - 64 First Street, NE
 - a. Jackson Park
 10. Healthcare Building - 102 N Washington Avenue
 11. Virginia Wood Products - 100 N Jefferson Avenue
 12. future "Peak Creek Loop Walk" phase 2, from Jefferson Avenue to the iron bridge
- A. Municipal Building - 42 First Street, NW
 B. The Senior Center - 106 N. Washington Avenue
 C. Share Building Warehouse - 249 Dora Highway
 D. former Jaycees Building - Dora Highway

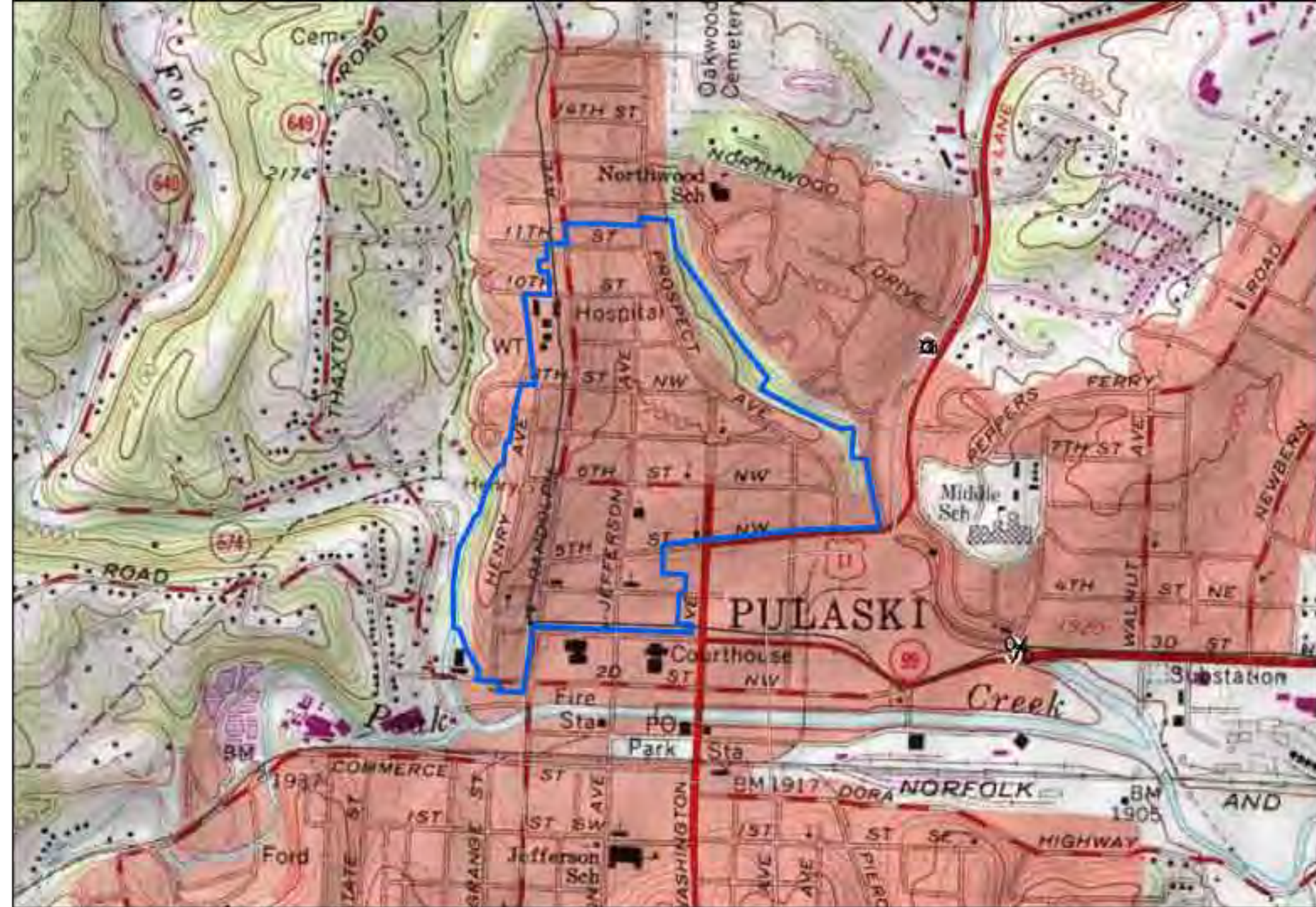
PHASED DEVELOPMENT STEPS
 PULASKI REDEVELOPMENT AND RENEWAL PLAN

Pulaski Historic District Boundary Maps



125-0005 Pulaski Historic Commercial District
 Pulaski County, VA
 Pulaski USGS Quadrangle



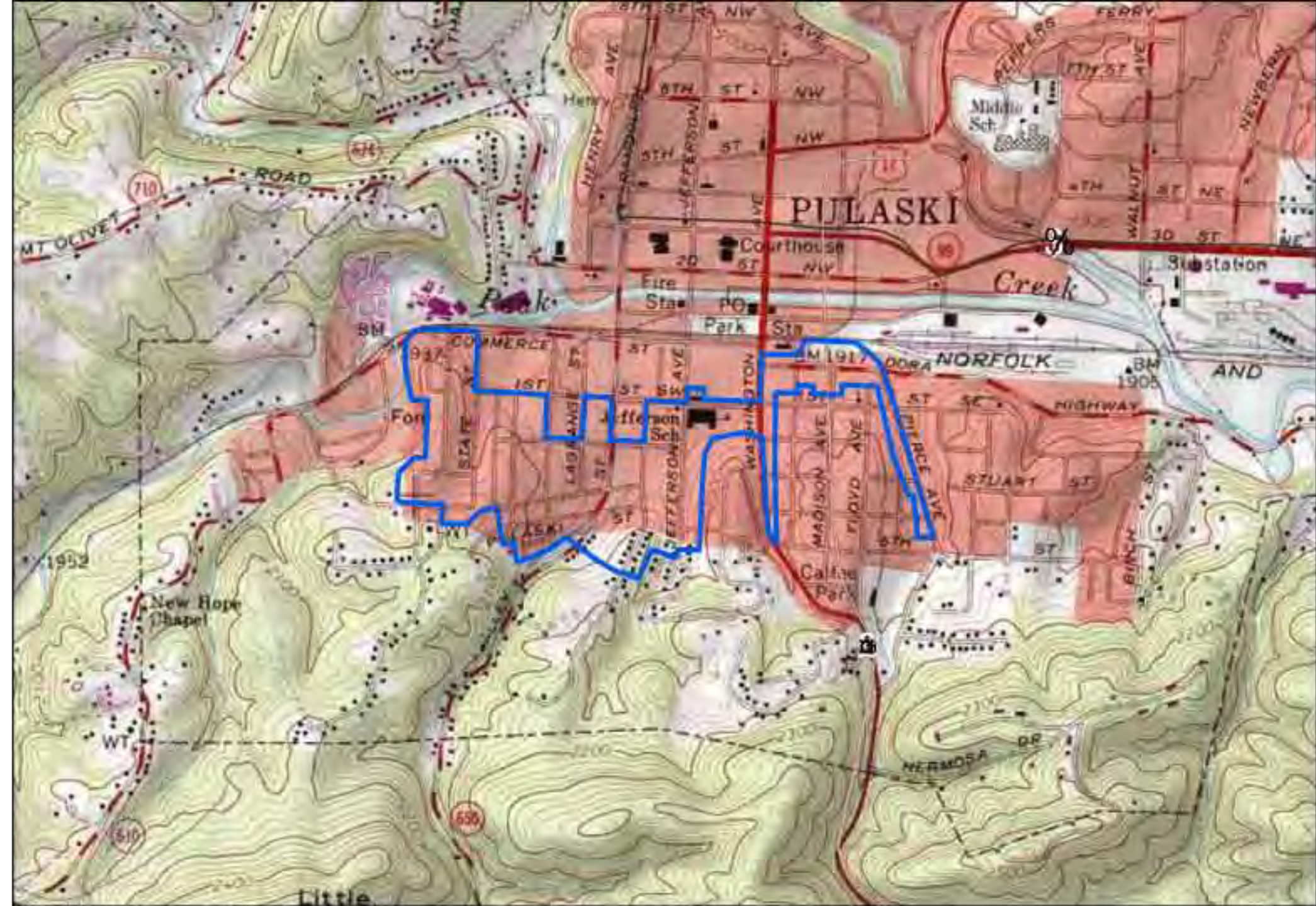


125-0006 Pulaski Historic Residential District
 Pulaski County, VA
 Pulaski USGS Quadrangle



Map by S. Lovell, September 11, 2007
 ©1988, 2001, 2007, 2009, National Geographic, 2010





125-008 Pulaski South Residential and Industrial Historic District
 Pulaski County, VA
 Pulaski USGS Quadrangle



Map by S. Lovell, September 11, 2001
 ©1988, 2001, ©2007 2009, National Geographic, 2010



Excerpt from
VDOT Small Urban Area Plan for Pulaski

PULASKI TRANSPORTATION RECOMMENDATIONS²

Route No	Route Name	From	To	Road Segment Length (Miles)	Recommendation	Cost (Yr 2000\$)	Existing Typical Section (Width)	Recom. Typical Section (Width)	Average Daily Traffic (ADT)		
									Year 2000	Year 2010	Year 2020
	Bob White Blvd	VA 99 (E Main St)	Warden Spring Rd	1.00	Year 2001 widen to urban 4-lane divided roadway including bike lanes	9,949,600	R2 (30')	U4D (48')	9,640	11,100	12,500
	Peppers Ferry Rd	Memorial Dr	US 11 (Lee Hwy)	1.57	Year 2001 reconstruct to urban 2-lane roadway	7,451,200	R2 (12')	U2 (30')	660	700	800
US 11	Washington Ave	6 th St	SCL Pulaski	0.43	Year 2010 reconstruct to urban 2-lane roadway including bike lanes	2,246,300	R2 (20')	U2 (30')	3,170	3,500	3,800
	Bob White Blvd	Warden Spring Rd	ECL Pulaski	1.11	Year 2010 widen to urban 4-lane divided roadway including bike lanes	8,970,200	R2 (22')	U4D (48')	6,850	7,500	8,200
	Edge Hill Dr	VA 99 (E Main St)	US 11 (Lee Hwy)	0.33	Year 2010 reconstruct to urban 2-lane roadway and add to thoroughfare system	2,088,200	R2	U2 (30')	N/A ³	N/A	N/A
US 11	Lee Hwy	NCL Pulaski	Memorial Dr	1.00	Year 2020 reconstruct to urban 4-lane divided roadway including sidewalks & bike lanes	9,697,500	R4D (40')	U4D (48')	12,690	14,600	16,500
	Alum Springs Rd	NCL Pulaski	US 11 (Lee Hwy)	0.57	Year 2020 reconstruct to urban 2-lane roadway including bike lanes	2,791,600	R2 (17')	U2 (30')	2,600	3,000	3,400
	Commerce St	Howard Rd	Valley St	0.69	Year 2020 reconstruct to urban 2-lane roadway	3,274,700	R2 (20')	U2 (30')	2,640	2,900	3,200
	Commerce St	Valley St	US 11 (Washington Ave)	0.28	Year 2020 reconstruct to urban 2-lane roadway including bike lanes	1,371,300	U2 (26')	U2 (30')	2,640	2,900	3,200
	Dora Hwy	US 11 (Washington Ave)	Eastern VA 99 (E Main St) / Dora Hwy Connector	1.70	Year 2020 reconstruct to urban 2-lane roadway including bike lanes	8,325,800	R2 (18')	U2 (30')	1,570	1,800	2,000
	Magazine St	W Main St	Mount Olivet Rd	0.18	Year 2020 reconstruct to urban 2-lane roadway including shared bike lanes	854,300	R2 (21')	U2 (30')	1,410	1,800	2,100
	W Main St	Altoona Rd	Magazine St	0.10	Year 2020 reconstruct to urban 2-lane roadway including shared bike lanes	474,600	R2 (21')	U2 (30')	1,410	1,800	2,100
	Mount Olivet Rd	Magazine St	WCL Pulaski	0.21	Year 2020 reconstruct to urban 2-lane roadway including shared bike lanes	996,700	R2 (17')	U2 (30')	1,410	1,800	2,100
	Peppers Ferry Rd	US 11 (Lee Hwy)	Memorial Dr	1.10	Year 2020 reconstruct to urban 2-lane roadway	5,220,600	R2 (20')	U2 (30')	2,910	3,600	4,400
	Eastern Connector	VA 99 (E Main St)	Dora Hwy	0.15	Year 2020 construct new 2-lane connector including bike lanes and bridge over Peak Creek	1,452,200	N/A	U2 (30')	N/A ³	N/A	N/A
	Western Connector	VA 99 (E Main St)	Dora Hwy	0.19	Year 2020 construct new 2-lane connector including bike lanes and bridge over Peak Creek and railway	5,941,700	N/A	U2 (30')	N/A ³	N/A	N/A
	Intersection Improvement	US 11 (Lee Hwy)	Hospital Entrance	N/A	Year 2001 Improve Intersection	158,000	N/A	N/A	N/A	N/A	N/A
	Intersection Improvement	US 11 (Lee Hwy)	Peppers Ferry Rd	N/A	Year 2001 Signalize Intersection	180,000	N/A	N/A	N/A	N/A	N/A
	Intersection Improvement	US 11 (Washington Ave)	1 st St	N/A	Year 2001 Signalize Intersection	180,000	N/A	N/A	N/A	N/A	N/A
	Intersection Improvement	US 11 (Washington Ave)	5 th St	N/A	Year 2001 Signalize Intersection	180,000	N/A	N/A	N/A	N/A	N/A
	Intersection Improvement	Bob White Blvd	Wurno Rd	N/A	Year 2001 Signalize Intersection	180,000	N/A	N/A	N/A	N/A	N/A
	Intersection Improvement	Memorial Dr	Peppers Ferry Rd	N/A	Year 2001 Signalize Intersection	180,000	N/A	N/A	N/A	N/A	N/A
	Intersection Improvement	US 11 (Lee Hwy)	Edge Hill Dr	N/A	Year 2010 Signalize Intersection	180,000	N/A	N/A	N/A	N/A	N/A
	Intersection Improvement	US 11 (Washington Ave)	Pierce Ave	N/A	Year 2010 Improve Intersection	250,000	N/A	N/A	N/A	N/A	N/A
Total						72,594,500					

² Only thoroughfare roadways with recommendations are shown. For a complete listing of thoroughfare roadways, please refer to the Pulaski 2020 Transportation Plan Technical Report or the Pulaski 2020 Transportation Plan website, <http://www.vdoturbanplans.com/Pulaski.htm>.

³ Average Daily Traffic is unavailable for new roads and for roads not currently on the thoroughfare system.

**Copy of
Regional Transportation Comments**

New River Valley Planning District Commission

Counties

Floyd • Giles • Montgomery • Pulaski

City

Radford

Towns

Blacksburg • Christiansburg • Floyd •
Narrows • Pearisburg • Pulaski • Rich Creek

Universities

Virginia Tech • Radford University



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Radford, Virginia 24141
Tel (540) 639-9313
Fax (540) 831-6093
e-mail: nrvpdc@nrvpdc.org
Visit: www.nrvpdc.org

October 14, 2014

Programming Director
Virginia Department of Transportation
1401 E. Broad Street
Richmond, VA 23219

Dear Programming Director,

On behalf of the New River Valley Planning District Commission, I would like to thank you for allowing us to provide comments on the FY 2016 – 2021 SYIP. Each year the Commission participates with VDOT's Transportation and Mobility Planning Division to identify projects of regional significance. This submittal provides additional information regarding the projects identified during the planning process.

The Commission is pleased to see the completion of I-81 truck climbing lanes in Montgomery County, and construction underway for Route 114 widening within the Town of Christiansburg. In addition to the projects currently underway, there are many deficiencies negatively impacting the transportation system in the New River Valley. Examples of projects that would have a significant impact on more than one jurisdiction include, but are not limited to the following:

1. Route 114 Widening between Radford Army Ammunition Plant and the Town of Christiansburg
2. Interstate 81 Exit 114 Interchange Improvements
3. Interstate 81 Interchange Enhancements: Exits 89, 94, 98, and 105
4. Route 100 Widening between Pulaski County and Giles County
5. Southgate Drive Grade-Separated Interchange and Intersection Relocation along US Route 460

Additional information regarding each project is included in this submittal. If you have any questions concerning this package, please do not hesitate to contact me.

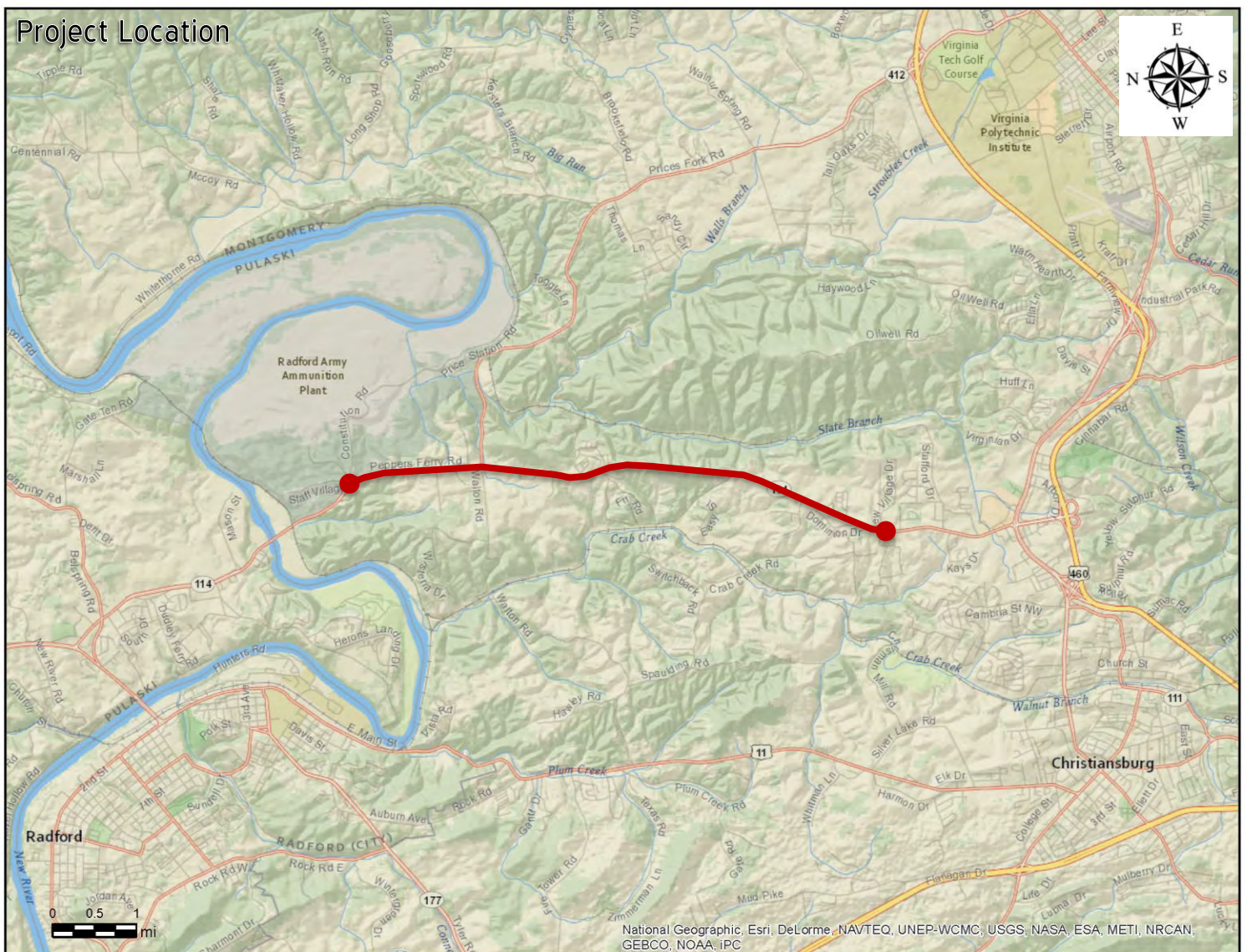
Sincerely,

Kevin R. Byrd, AICP
Executive Director

• **New River Valley Regional Priorities:**

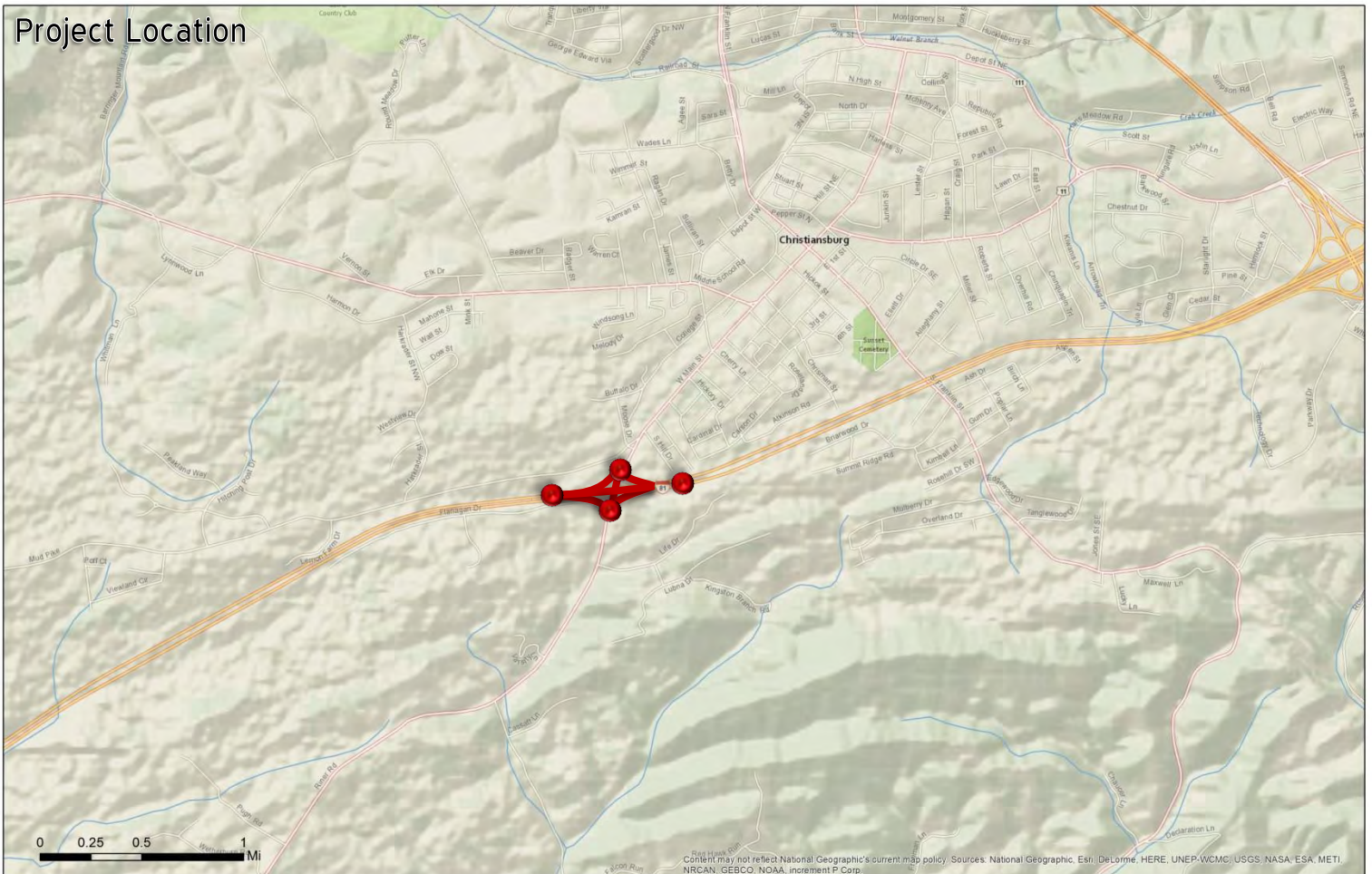
1. **Virginia Primary Route 114:** Preliminary Engineering, Right-of-Way, and Construction related to the major roadway widening; from the Radford Army Ammunition Plant to Christiansburg (approximately 5 miles). Active project area improvements listed in SYIP include: UPC 8746.

Additional Project Information: Route 114 is an integral corridor that provides major connectivity in the New River Valley. It is the principal transportation link between Pulaski County/City of Radford and Montgomery County/Christiansburg/Blacksburg. The existing 2-lane rural highway experiences large volumes of traffic (over 20,000 ADT) in many sections. The volume of traffic creates safety and congestion issues along the corridor. Additionally, large employment centers are located at both ends of the Route 114 corridor. The highway provides a vital link for daily work-related commuting for thousands of citizens in the New River Valley. Furthermore, it is also the only primary highway serving the Radford Army Ammunition Plant (RAAP). In the event of military conflict/crisis, access routes to RAAP may be of critical importance.



2. Interstate 81: Preliminary Engineering, Right-of-Way, and Construction related to the I-81 bridge replacement over Route 8 and interchange reconstruction. Active project area improvements listed in SYIP include: UPC 93074.

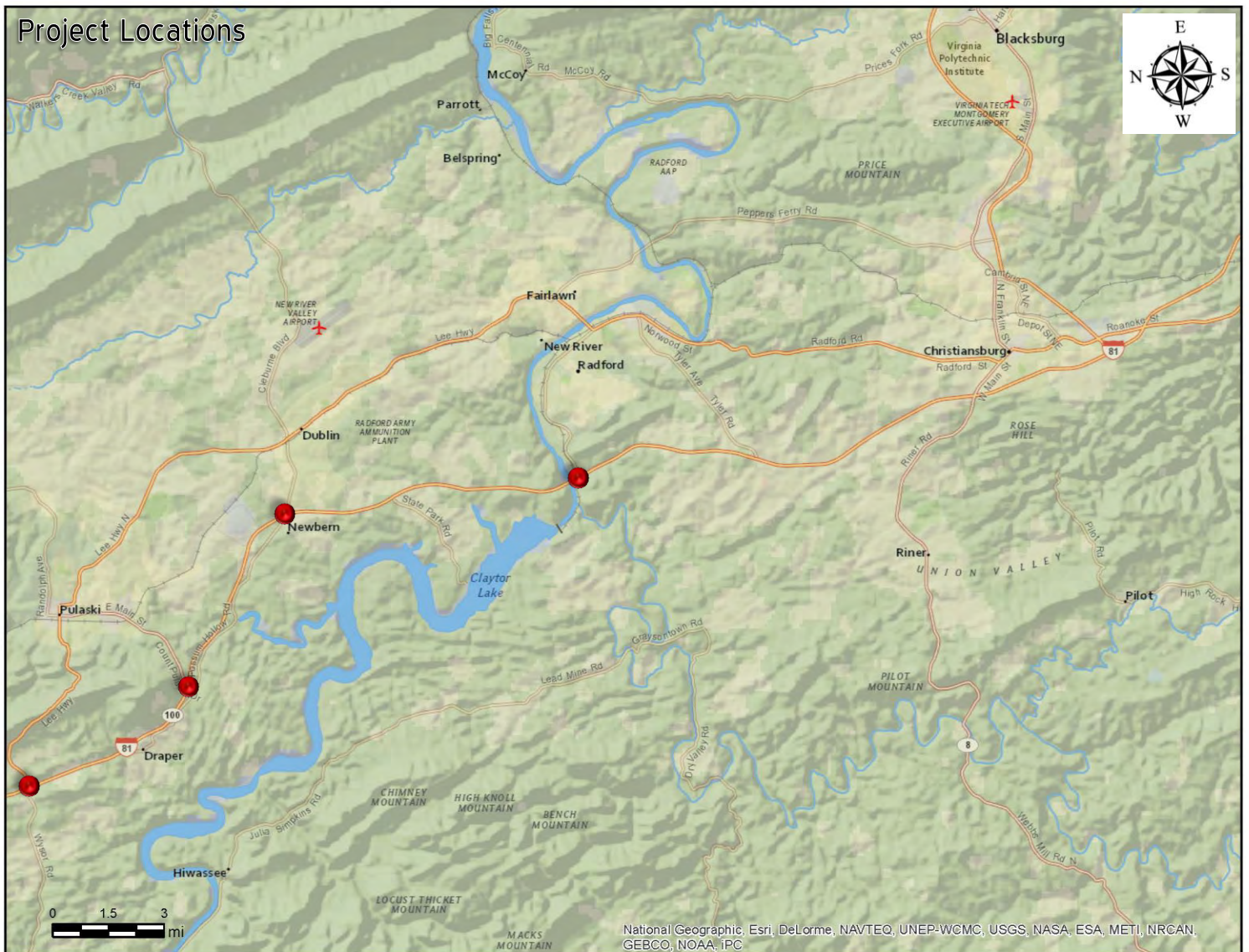
Additional Project Information: Exit 114 is frequently utilized by commuters during weekdays and visitors on the weekends. The interchange is a concentration point for travelers within and between Montgomery, Pulaski, and Floyd Counties. Christiansburg Middle School, Harkrader Sports Complex, and an informal park and ride lot are located in close proximity to the existing interchange. Peak travel flows create safety and congestions issues near the interchange, particularly for vehicles attempting left turning movements after exiting I-81. While replacing the I-81 bridges and approaches is currently in the SYIP, addressing the greater needs of the interchange is not. The Commission encourages VDOT to expand the scope of work to include improvements to the substandard interchange.



3. Interstate 81: Preliminary Engineering, Right-of-Way, and Construction related to the enhancement of existing interchanges: 89, 94, 98, and 105.

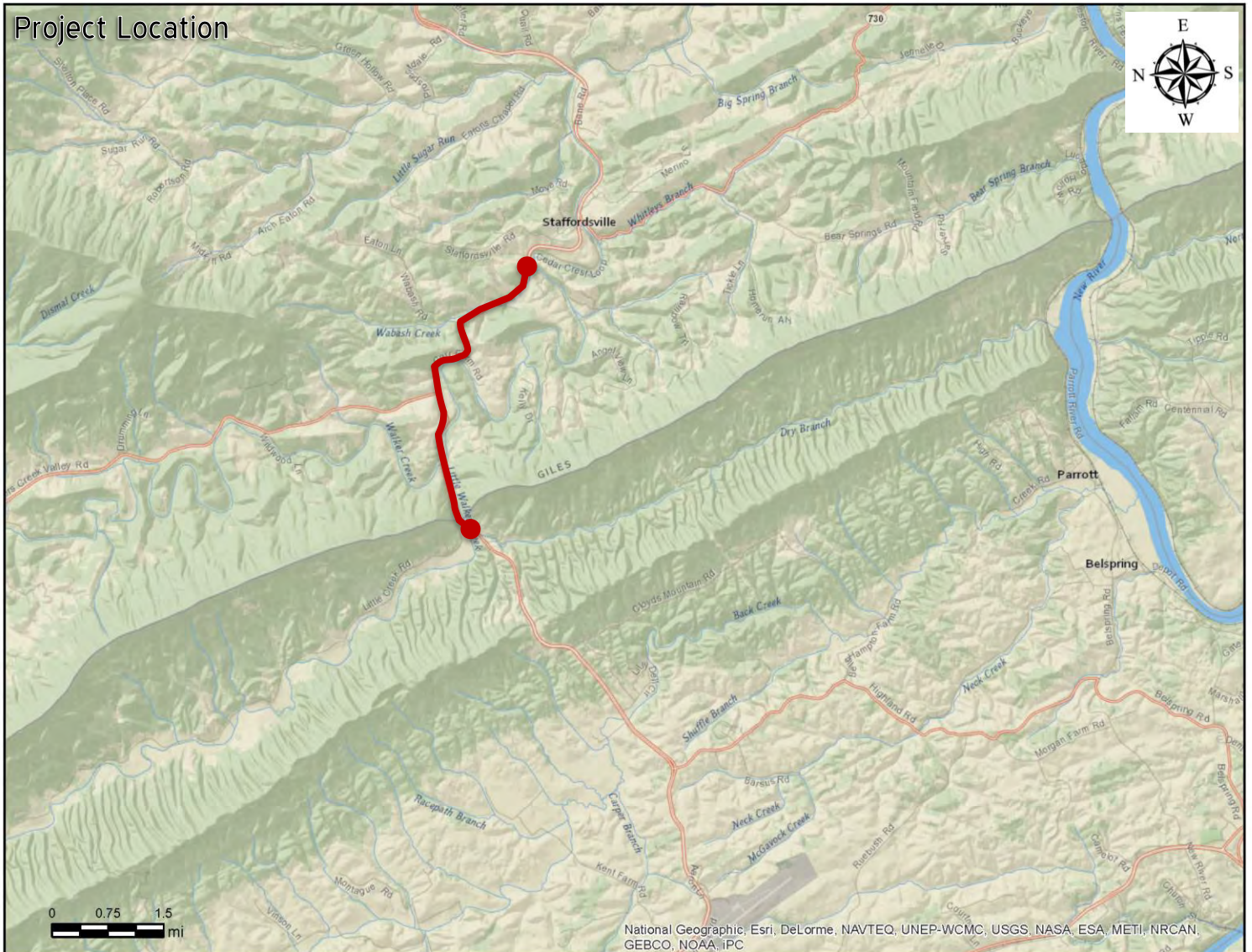
Additional Project Information: The section of I-81 through the New River Valley features rolling topography, creating safety concerns between freight and passenger vehicle traffic. Furthermore, local community's access to the interstate is a critical concern. Substandard interchange designs in Pulaski and Montgomery Counties would be greatly improved if acceleration and deceleration lanes, that run parallel with the interstate, were lengthened.

Also, as traffic modeling for capacity improvements is conducted, the PDC encourages the integration of alternative modes and associated facilities to be analyzed concurrently. Congested segments of the I-81 corridor typically occur within commuter oriented areas. A combination of transportation options, including: transit, passenger rail, and commuter programs should be analyzed to maximize the performance of the existing corridor.



4. Virginia Primary Route 100: Preliminary Engineering, Right-of-Way, and Construction related to the major roadway widening from Dry Branch Road to Staffordsville (approximately 3.5 miles).

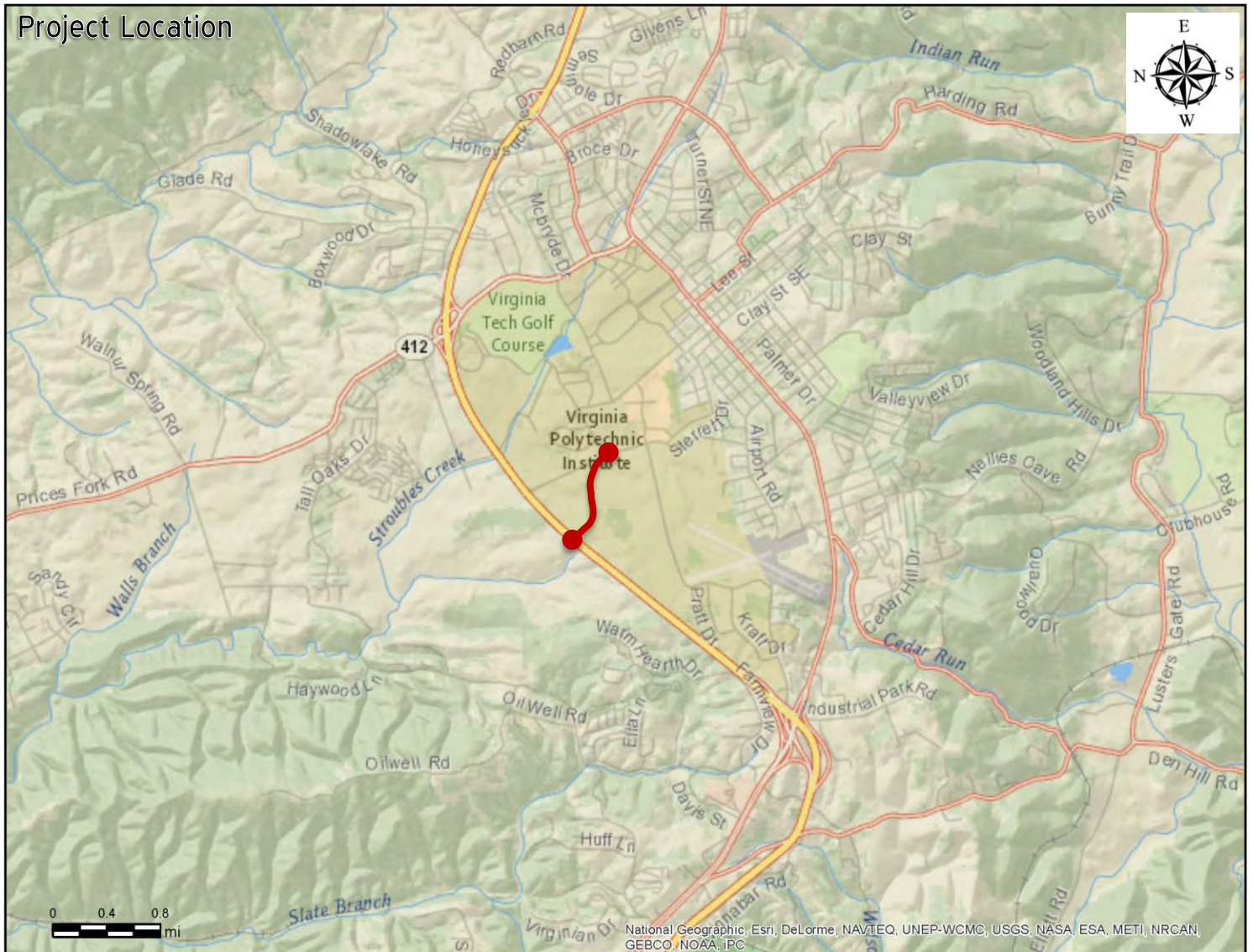
Additional Project Information: This project would complete improvements to Route 100 between Pearisburg and Dublin; improving access to Interstates 81 and 77 for Giles County. Route 100 is an important route for Giles and Pulaski County commuters, and for traffic traveling between Route 460 at Pearisburg and I-81 at Dublin. Improvements to the corridor will also provide better access to over 1,000 acres of Industrial Parks in Giles and Pulaski Counties, and the New River Valley Airport.



5. US Route 460 Grade-Separated Interchange: Preliminary Engineering, Right-of-Way, and Construction related to the relocation of Southgate Drive and construction of a new grade-separated interchange at US Route 460.

Additional Project Information: This project would remove the last at-grade intersection along US Route 460 within the most urbanized areas of the region. Southgate Drive currently provides access to Virginia Tech (VT) and the Corporate Research Center (CRC). VT currently employs 8,000 and has 29,071 students on campus. CRC currently employs 2,700 and is projected to employ 5,000 over the next 20 years. VT and CRC significantly contribute to local traffic volume within the project area.

Also, this project was placed in the Six-Year Improvement Plan several years ago and fully funded; however, the current SYIP removes \$14,774,000 and does not fully fund the project.



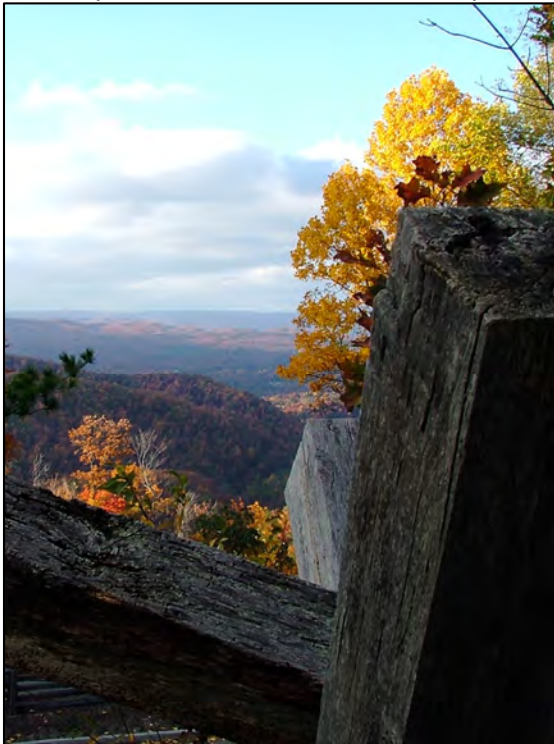
Excerpt from

New River Valley Bikeway, Walkway, Blueway Plan

Pulaski County Area

2011 Plan Objectives

The Pulaski area is nestled against the splendor of the Blue Ridge Mountains, where the seasonal changes create unforgettable experiences. The Pulaski area is home to the towns of Pulaski and Dublin, and the New River Community College that offers a wide range of programs to the local community. The area features Claytor Lake State Park, Randolph Park, 15 miles of the New River



Trail, 23 miles of US Bicycle Route 76, a 16,000 acre Boy Scout reservation, and the Gatewood Reservoir recreational area.

In 2009 Pulaski County partnered with the New River Valley Planning District Commission to develop a Central Pulaski Transportation and Land Use Master Plan. The plan provided recommendations for bicycle and pedestrian improvements along key transportation corridors.

Photo by: D. Gardner



Photo by: Virginia Tech

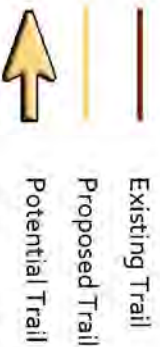
Hierarchical priorities for the Pulaski area include:

1. New River Trail Extension to Randolph Park and Beyond
2. Access to Waterways – Developing Blueway System
3. Bike Route 76 Connectivity to Communities

Mapping Assistant

There is a lot of information provided on each map! To begin, the facilities identified in the plan are classified into four general categories:

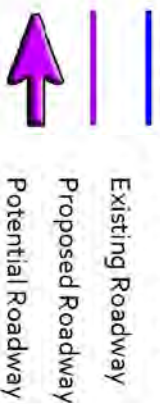
1. **Hiking and Mountain Biking Trails:** Combines natural surfaced facilities that are predominately used for recreation and tourism. These facilities are shown on the map as:



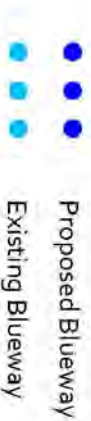
2. **Multipurpose Paths:** Combines facilities that are physically separated from motorized traffic by an open space or barrier. These facilities are shown on the maps as:



3. **Shared Roadways:** Combines facilities that are intended to accommodate bicyclist within the existing right-of-way. Typically these facilities are comprised of paved shoulders, wide travel lanes, designated bicycle lanes, or a marked SHARROW. These facilities are shown on the maps as:



4. **Blueways:** Combines facilities that are intended to accommodate the variety of waterway users. These facilities are shown on the map as:



The illustrations are intended to generalize the planning elements so that a range of solutions can be explored by each community. In addition to the lines and arrows indicating the category, labels are provided to indicate the point of access for each facility. The access labels are intended to reflect the permitted uses of each facility and pin-point areas to access the facilities for that specific use. The graphic below illustrates the labels used in the 2011 Plan:



The maps also identify existing school locations, park and ride lots, hospitals, jurisdictional boundaries, and elevation. Labels correspond numerically with the trail system's legend and school's legend. Trail labels indicate existing (●) and proposed (◻) facilities.

The tables provide additional information for each existing and proposed facility. A grid borders each of the maps and aligns with the information provided in the tables. The tables also provide a map key, location description, access point latitude and longitude, length, difficulty, ADA accessibility, slope ratings, and traffic volumes.

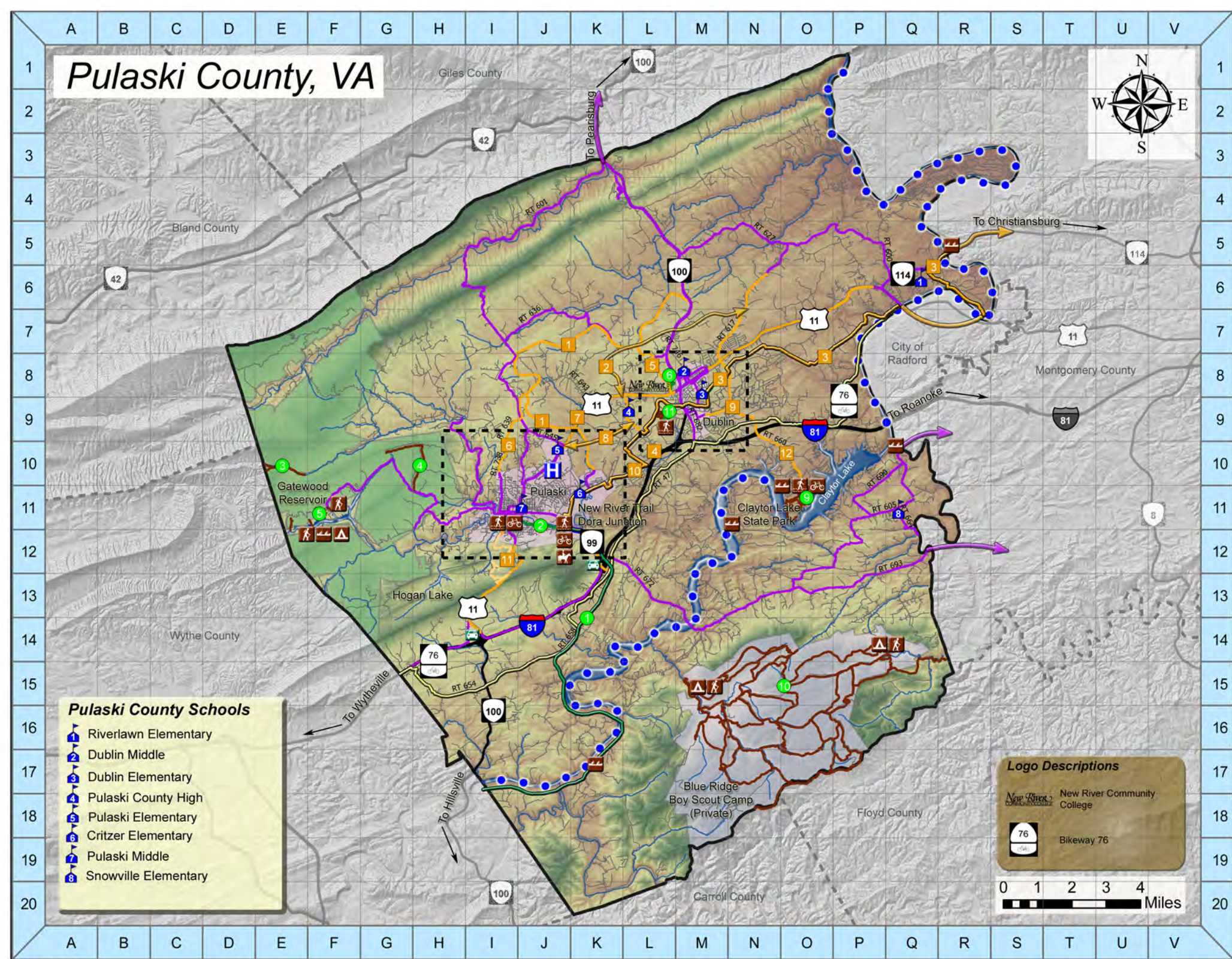
The information within this plan will be amended annually online, and updated every five years under the direction of the Regional Bikeway-Walkway Committee.

Tables and Maps

Pulaski County, Existing					General		Access Point		Profile			
Facility Type	Name/Route	Location	Grid Location	Map Key, Description	Latitude	Longitude	Length (mi)	Difficulty	ADA Accessible	% Slope (min/max/avg)	AADT (avg)	
Mountain Biking or Hiking	Tract Fork	Pulaski Co.	E10	3, Gatewood Reservoir	37° 3' 46.9" N	80° 53' 19.3" W	1.46	Intermediate	No	0/13.8/3.5	N/A	
	Ridge Trail	Pulaski Co.	H10	4, Gatewood Reservoir	37° 3' 24.8" N	80° 49' 49.3" W	2.62	Intermediate	No	0/14.1/3.6	N/A	
	Blue Gill Hiking Trail	Pulaski Co.	E11	Gatewood Reservoir	37° 2' 22.3" N	80° 53' 44.2" W	0.39	Intermediate	No	0/19.4/4.1	N/A	
	Citation Hiking Trail	Pulaski Co.	E11	Gatewood Reservoir	37° 2' 52.7" N	80° 52' 27" W	0.10	Intermediate	No	0/9.9/3.4	N/A	
	Beaver Hut Trail	Pulaski Co.	F11	Gatewood Reservoir	37° 2' 29.3" N	80° 52' 44.2" W	0.21	Intermediate	No	0/15.4/4.8	N/A	
	Bent Tree	Pulaski Co.	O11	Claytor Lake	37° 3' 18.9" N	80° 37' 28.6" W	1.05	Intermediate	No	0/5.1/1.2	N/A	
	Claytor Lake	Pulaski Co.	O11	Claytor Lake	37° 3' 38.1" N	80° 37' 29.4" W	1.55	Intermediate	No	0/12.2/2.8	N/A	
	Poplar Leaf	Pulaski Co.	O11	Claytor Lake	37° 3' 15.7" N	80° 37' 56.8" W	0.77	Intermediate	No	0/6.9/2.1	N/A	
	Shady Ridge	Pulaski Co.	O11	Claytor Lake	37° 3' 38.1" N	80° 37' 28.1" W	0.66	Intermediate	No	0/5.1/1.6	N/A	
	Randolph Park Walking Trail	Dublin	L9	Randolph Park	37° 30' 45.1" N	80° 18' 15" W	0.82	Intermediate	No	0/4.8/1.1	N/A	
	7-Mile Junction Trail	Pulaski Co.	P16	Boy Scout Reservation	36° 58' 5.7" N	80° 36' 41.9" W	1.28	Intermediate	No	0/14.9/3.7	N/A	
	Bear Hollow Trail	Pulaski Co.	Q15	Boy Scout Reservation	36° 59' 15.8" N	80° 34' 33.5" W	2.22	Intermediate	No	0/21.3/4.6	N/A	
	Bench Mountain Trail	Pulaski Co.	P15	Boy Scout Reservation	36° 59' 28.1" N	80° 34' 56.1" W	2.21	Intermediate	No	0/28.3/5.4	N/A	
	Big Macks Trail	Pulaski Co.	N16	Boy Scout Reservation	36° 58' 47.9" N	80° 44' 6" W	7.70	Advanced	No	0/23.3/3.7	N/A	
	Buckeye Trail	Pulaski Co.	N17	Boy Scout Reservation	36° 56' 36.4" N	80° 39' 44.6" W	1.93	Intermediate	No	0/17.2/4.7	N/A	
	Burks Run Trail	Pulaski Co.	N15	Boy Scout Reservation	36° 59' 38.8" N	80° 37' 31.2" W	2.41	Intermediate	No	0/16.2/3.3	N/A	
	Charcoal Trail	Pulaski Co.	N16	Boy Scout Reservation	36° 57' 49.4" N	80° 38' 34.5" W	1.35	Intermediate	No	0/19.1/4	N/A	
	Chimney Junction Trail	Pulaski Co.	N15	Boy Scout Reservation	36° 58' 51.1" N	80° 38' 50.8" W	0.75	Advanced	No	0/25.8/6.1	N/A	
	Chimney Mountain Trail	Pulaski Co.	M15	Boy Scout Reservation	36° 58' 36.8" N	80° 40' 52.5" W	3.52	Intermediate	No	0/19.1/4.1	N/A	
	Dead Pine Trail	Pulaski Co.	M17	Boy Scout Reservation	36° 57' 49.2" N	80° 39' 47.1" W	1.97	Intermediate	No	0/24.8/4.8	N/A	
	Greenwood Trail	Pulaski Co.	N16	Boy Scout Reservation	36° 58' 14.7" N	80° 39' 49.2" W	6.24	Advanced	No	0/25.2/3.5	N/A	
	Grouse Hollow Trail	Pulaski Co.	P15	Boy Scout Reservation	36° 59' 14.8" N	80° 35' 47.9" W	2.31	Intermediate	No	0/15.8/4.7	N/A	
	Gumstand Trail	Pulaski Co.	O16	Boy Scout Reservation	36° 57' 18.4" N	80° 36' 36" W	0.81	Intermediate	No	0/22.6/2.9	N/A	
	Heavy Loads Trail	Pulaski Co.	N17	Boy Scout Reservation	36° 57' 4" N	80° 39' 9.1" W	0.90	Intermediate	No	0/20/4.3	N/A	
	Jersey Ridge Trail	Pulaski Co.	M16	Boy Scout Reservation	37° 14' 9" N	80° 40' 15.2" W	0.97	Intermediate	No	0/13.7/3.1	N/A	
	Little Laurel Trail	Pulaski Co.	O15	Boy Scout Reservation	36° 59' 29.6" N	80° 34' 35.7" W	3.54	Advanced	No	0/17/7	N/A	
	Little Macks Trail	Pulaski Co.	M16	Boy Scout Reservation	36° 57' 54.5" N	80° 40' 17.2" W	0.85	Intermediate	No	0/13.4/3	N/A	
	Locust Thicket Trail	Pulaski Co.	O16	Boy Scout Reservation	36° 57' 46.4" N	80° 38' 1.3" W	1.45	Advanced	No	0/26.9/6.6	N/A	
	Mack Mountain Trail	Pulaski Co.	N18	Boy Scout Reservation	36° 56' 33.5" N	80° 36' 22.1" W	2.84	Intermediate	No	0/17.4/1.9	N/A	
	Maple Branch Trail	Pulaski Co.	M15	Boy Scout Reservation	36° 59' 30.2" N	80° 37' 41.5" W	4.28	Advanced	No	0/21/4.8	N/A	
Matheny Hollow Trail	Pulaski Co.	O15	Boy Scout Reservation	36° 57' 47" N	80° 38' 8.5" W	1.51	Intermediate	No	0/19.7/3.9	N/A		
North Ridge Trail	Pulaski Co.	O15	Boy Scout Reservation	36° 59' 53.3" N	80° 34' 54.9" W	4.93	Intermediate	No	0/21.3/3.7	N/A		
Oak Hollow Trail	Pulaski Co.	P15	Boy Scout Reservation	36° 59' 4.5" N	80° 36' 13.1" W	1.44	Intermediate	No	0/16.7/3.7	N/A		
Peak Trail	Pulaski Co.	O14	Boy Scout Reservation	36° 59' 29.4" N	80° 37' 45.5" W	1.38	Intermediate	No	0/28.6/4.4	N/A		
Puncheon Camp Junction Trail	Pulaski Co.	N17	Boy Scout Reservation	36° 57' 6.2" N	80° 38' 37.4" W	1.51	Intermediate	No	0/8.6/1.9	N/A		
R-Dot/Moose Trail	Pulaski Co.	P17	Boy Scout Reservation	36° 57" N	80° 36' 17.3" W	0.78	Intermediate	No	0/9.7/3.6	N/A		
Shelby's Dream Trail	Pulaski Co.	N15	Boy Scout Reservation	36° 58' 22.3" N	80° 39' 22.2" W	1.98	Intermediate	No	0/12.6/3.7	N/A		
Webb's Trail	Pulaski Co.	M16	Boy Scout Reservation	36° 57' 43.8" N	80° 40' 31.5" W	1.18	Intermediate	No	0/13.7/4.2	N/A		
Summary							73.85	Intermediate	No	0/16.6/3.9	N/A	
Multipurpose	New River Trail	Pulaski Co.	K12	1, State Park	37° 2' 45.4" N	80° 44' 59.7" W	13.59	Intermediate	Yes	0/12/2	N/A	
	NRCC Walkways	Pulaski Co.	L8	6, On-campus facilities	37° 6' 18.9" N	80° 41' 50" W	N/A	Beginner	Yes	0/5.6/1.6	N/A	
	Dora Trail	Pulaski Town	J11	2, Pulaski Train Station to NRT	37° 2' 42.9" N	80° 46' 22.7" W	1.41	Beginner	Yes	0/42/5	N/A	
	Lion's Club Walking Trail	Dublin	L8	8, Loop along Old Bagging Plant Road	37° 6' 10.8" N	80° 40' 30.4" W	0.51	Beginner	Yes	0/5.2/1	N/A	
	Randolph Park Loop	Dublin	M9	11, Trail Around Ball Fields	37° 5' 24.4" N	80° 41' 53.5" W	0.49	Beginner	Yes	0/2.4/0.8	N/A	
Summary							25.00	Beginner	Yes	0/13.4/2.1	N/A	
Shared Right-of-Way (SHARROW, widened travel lane, paved shoulder, or bike lane)	Bike Route 76	Pulaski Co.	G15	Pulaski Co. Line - Route 11	36° 58' 46" N	80° 50' 8.6" W	21.53	Advanced	No	0/21/2.4	N/A	
	Dora Highway	Pulaski Co.	J11-K12	Washington Ave - Rt 99	37° 2' 43.7" N	80° 46' 47.9" W	2.27	Advanced	No	0/20.1/2.5	N/A	
Summary							23.80	Advanced	No	0/21/2.4	N/A	
Waterway	New River	Pulaski Co.	I17-K17	County Line - Allisonia Access	36° 56" N	80° 47' 26.1" W	3.49	Intermediate	No	N/A	N/A	
			K17-N11	Allisonia Access - DeHaven Park Access	36° 56' 45" N	80° 43' 57.3" W	12.38	Intermediate	No	N/A	N/A	
			N11-O10	DeHaven Park Access - Dublin Access	37° 3' 18.6" N	80° 39' 52.9" W	2.44	Intermediate	No	N/A	N/A	
			O10-R5	Claytor Dam Access - Whitethorne Access	37° 5' 22.7" N	80° 34' 45.3" W	18.56	Intermediate	No	N/A	N/A	
			R5-P1	Whitethorne Access - County Line	37° 11' 55.6" N	80° 33' 57.3" W	6.60	Intermediate	No	N/A	N/A	
Summary							43.46	Intermediate	No	N/A	N/A	

Tables and Maps

Pulaski County, Proposed					General		Access Point		Profile				
Facility Type	Name/Route	Location	Grid Location	Map Key, Description	Latitude	Longitude	Length	Difficulty	ADA Accessible	% Slope (min/max/avg)	AADT (avg.)		
Mountain Biking or Hiking	Draper Mountain Connector	Pulaski	I12	Draper Mountain - Town	37° 1' 35.6" N	80° 46' 45.9" W	3.16	Intermediate	No	0/22.9/5	N/A		
	Draper Mountain Trail System	Pulaski Co.	I12	11, Draper Mountain Network	37° 1' 6.8" N	80° 47' 2" W	2.36	Advanced	No	0/21.4/6	N/A		
							<i>Summary</i>	5.52	Intermediate	No	0/22.1/5.6	N/A	
Multipurpose	NRT Dublin Extension	Dublin	J12	3, NRT Trailhead - Randolph Park	37° 2' 45.4" N	80° 45" W	6.01	Beginner	Yes	0/7.5/1.4	N/A		
	NRT Christiansburg Extension	Dublin-Cburg	M8	10, Park - Riverway - Huckleberry	37° 5' 42.5" N	80° 41' 23.3" W	13.10	Beginner	Yes	0/33.9/2.5	N/A		
	Randolph Ave. Connector	Pulaski	I10	6, Parallel Road Improvement	37° 2' 53.6" N	80° 47' 5" W	4.17	Beginner	Yes	0/12.8/1.5	N/A		
	Alum Springs Connector	Pulaski Co.	J7	3, Parallel Road Improvement	37° 3' 31.4" N	80° 44' 13.7" W	11.02	Beginner	Yes	0/13/2.1	N/A		
	Route 11 Connector	Pulaski	J10	7, Parallel Road Improvement	37° 2' 52" N	80° 46' 47.8" W	7.53	Beginner	Yes	0/7.6/2	N/A		
	Mid-Pulaski Connector	Pulaski Co.	K10	8, Parallel Road Improvement	37° 4' 36.4" N	80° 45' 6.8" W	2.11	Beginner	Yes	0/10.4/2.3	N/A		
	Cougar Trail Connector	Pulaski Co.	L9	4, Parallel Road Improvement	37° 4' 9.6" N	80° 42' 24.8" W	4.37	Beginner	Yes	0/5.6/1.3	N/A		
	NRCC Connector	Dublin	L8	5, Parallel Road Improvement	37° 6' 2.1" N	80° 41' 43.9" W	1.92	Beginner	Yes	0/8.6/1.4	N/A		
	East-West Connector	Pulaski Co.	K8	2, Parallel Road Improvement	37° 5' 58" N	80° 43' 16" W	5.81	Beginner	Yes	0/9.7/1.4	N/A		
	State Park Road Connector	Pulaski Co.	O10	12, Parallel Road Improvement	37° 5' 1" N	80° 38' 57.1" W	2.69	Beginner	Yes	0/7/1.4	N/A		
Exit 101 Connector	Pulaski Co.	N9	9, Parallel Road Improvement	37° 5' 1" N	80° 38' 57.1" W	4.47	Beginner	Yes	0/11.4/1.5	N/A			
							<i>Summary</i>	63.20	Beginner	Yes	0/11.6/1.7	N/A	
Shared Right-of-Way (SHARROW, widened travel lane, paved shoulder, or bike lane)	Gateway Reservoir Rd	Pulaski Co.	H11	Local Road Network	37° 3' 9.2" N	80° 49' 3.6" W	7.26	Intermediate	No	0/25.6/3.6	N/A		
	Rt 600	Pulaski Co.	P5	Rt 114 - Gate Ten Rd	37° 9' 3.6" N	80° 34' 55.4" W	1.22	Intermediate	No	0/10.9/2.1	3200		
			P5	Gate Ten Rd - Highland Rd	37° 9' 58.7" N	80° 35' 16.7" W	1.58	Intermediate	No		2000		
	Rt 601	Pulaski Co.	J4	Alum Springs Rd - SR 100	37° 10' 23.2" N	80° 46' 11.5" W	5.48	Intermediate	No	0/32.3/3.3	330		
			O13	Lead Mine Rd - 619	37° 1' 10.4" N	80° 37' 44.8" W	1.62	Intermediate	No		290		
	Rt 605	Pulaski Co.	O12	619 - Grayson-wn Rd	37° 1' 43.1" N	80° 36' 48.3" W	3.54	Intermediate	No	0/13.6/2.1	470		
			P11	Grayson - N Shelburne Rd	37° 3' 3.9" N	80° 35' 20.6" W	1.83	Intermediate	No		1100		
			O12	N Shelburne Rd - Mont. Co. Line	37° 4' 25" N	80° 34' 21.5" W	0.41	Intermediate	No		2000		
	Rt 611	Pulaski Co.	L10	Wurno Rd - Old Rt 100	37° 3' 49.1" N	80° 43' 34.7" W	1.54	Intermediate	No	0/19.6/1.9	6200		
			O6	US 11 - 1062	37° 6' 53.4" N	80° 40' 13.2" W	0.90	Intermediate	No	0/13.6/2.1	1200		
	Rt 617	Pulaski Co.	O6	Rt 1062 - Highland Rd	37° 6' 53.4" N	80° 40' 13.2" W	3.43	Intermediate	No		640		
	Rt 627	Pulaski Co.	M5	Rt 100 - Ruebush Rd	37° 10' 24.9" N	80° 36' 39" W	3.80	Intermediate	No	0/13.6/1.7	870		
			O5	O5, Ruebush Rd - Belspring Rd	37° 9' 35" N	80° 41' 34.3" W	1.67	Intermediate	No		850		
	Rt 636	Pulaski Co.	J10	NCL Pulaski - Loving Field Rd	37° 4' 1.4" N	80° 46' 21.1" W	1.51	Intermediate	No	0/11.6/1.5	1100		
			J9	Loving Field Rd - Lavender Rd	37° 5' 18" N	80° 46' 26.7" W	1.78	Intermediate	No		840		
			I8	Lavender Rd - Alum Spring Rd	37° 6' 30" N	80° 47' 6.2" W	1.17	Intermediate	No	0/12.4/1.6	590		
			K8	Alum Spring Rd - SR 100	37° 7' 15.5" N	80° 47' 2.7" W	6.27	Intermediate	No		260		
	Rt 639	Pulaski Co.	I9	Robinson Tract Rd - Alum Springs Rd	37° 5' 16.7" N	80° 46' 28.3" W	0.83	Intermediate	No	0/4.2/0.7	1300		
	Rt 643	Pulaski Co.	L9	Rt 611 - Meadow Way	37° 4' 10.1" N	80° 42' 24.7" W	0.77	Intermediate	No		1500		
			L9	Meadow Way - Rt 683	37° 4' 43.1" N	80° 42' 17.9" W	0.26	Intermediate	No	0/32/2.4	3700		
			L10	Rt 683 - US 11	37° 4' 55" N	80° 42' 28.2" W	1.58	Intermediate	No		6400		
	Rt 645	Pulaski Co.	J9	Alum Spring Rd - US 11	37° 4' 57.5" N	80° 46' 16.4" W	1.22	Intermediate	No	0/5.6/1.1	1200		
	Rt 654	Pulaski Co.	G14	FR 44 - SR 100	36° 58' 56.2" N	80° 49' 45.7" W	2.80	Intermediate	No	0/10.6/1.6	350		
			I15	SR 100 - Delton Rd	36° 58' 33.5" N	80° 47' 22.5" W	2.11	Intermediate	No		170		
	Rt 658	Pulaski Co.	K13	Old Baltimore Rd - Brown Rd	36° 59' 18.6" N	80° 45' 22.5" W	1.28	Intermediate	No	0/8.7/1.8	620		
			K12	Brown Rd - Old Rt 100	37° 0' 3" N	80° 44' 31.5" W	0.45	Intermediate	No		1000		
	Rt 664	Pulaski Co.	O11	Rt 605 - Montgomery Co. Line	37° 9' 42.9" N	80° 34' 59.5" W	1.26	Intermediate	No	0/14.8/4	530		
	Rt 672	Pulaski Co.	K12	Kirby Rd - Lead Mine Rd	37° 1' 47.9" N	80° 43' 32.3" W	3.65	Intermediate	No	0/15/3.8	110		
			L13	Rt 693 - Lead Mine Rd	37° 1' 6.7" N	80° 42' 28" W	2.09	Intermediate	No	0/15/2.6	30		
	Rt 682	Pulaski Co.	M9	M9, Rt 611 - SR 100	37° 5' 32.1" N	80° 41' 15.3" W	0.82	Intermediate	No	0/4.2/0.9	3000		
	Rt 690	Pulaski Co.	O11	O11, Rt 605 - Rt 605	37° 3' 2.8" N	80° 35' 19.8" W	2.56	Intermediate	No	0/10.3/1.8	670		
			M14	Rt 672 - Rt 669	37° 0' 3.4" N	80° 40' 34.8" W	1.28	Intermediate	No		1100		
	Rt 693	Pulaski Co.	M13	Rt 669 - Rt 619	37° 0' 36.4" N	80° 39' 33.8" W	0.63	Intermediate	No	0/19.4/3.1	850		
			N13	Rt 619 - Rt 605	37° 0' 51.3" N	80° 38' 51.5" W	1.12	Intermediate	No		820		
			O13	Rt 605 - Rt 665	37° 1' 9.1" N	80° 37' 44.2" W	3.78	Intermediate	No		570		
			O12	Rt 665 - Mont. Co. Line	37° 1' 53.4" N	80° 33' 55.4" W	0.73	Intermediate	No		730		
	Rt 738	Pulaski Co.	I10	Town of Pulaski Line - Rt 639	37° 3' 57.1" N	80° 47' 6.5" W	1.04	Intermediate	No	0/12.4/1.7	1100		
	Rt 746	Pulaski Co.	M8	Rt 11 - Rt 100	37° 7' 10.6" N	80° 41' 51.8" W	1.56	Intermediate	No	0/9.6/1.6	2700		
								<i>Summary</i>	76.83	Intermediate	No	0/15.3/2.2	1389
	Waterway					N/A							
								<i>Summary</i>	N/A	N/A	No	N/A	N/A



Pulaski County Schools

- Riverlawn Elementary
- Dublin Middle
- Dublin Elementary
- Pulaski County High
- Pulaski Elementary
- Critzer Elementary
- Pulaski Middle
- Snowville Elementary

Logo Descriptions

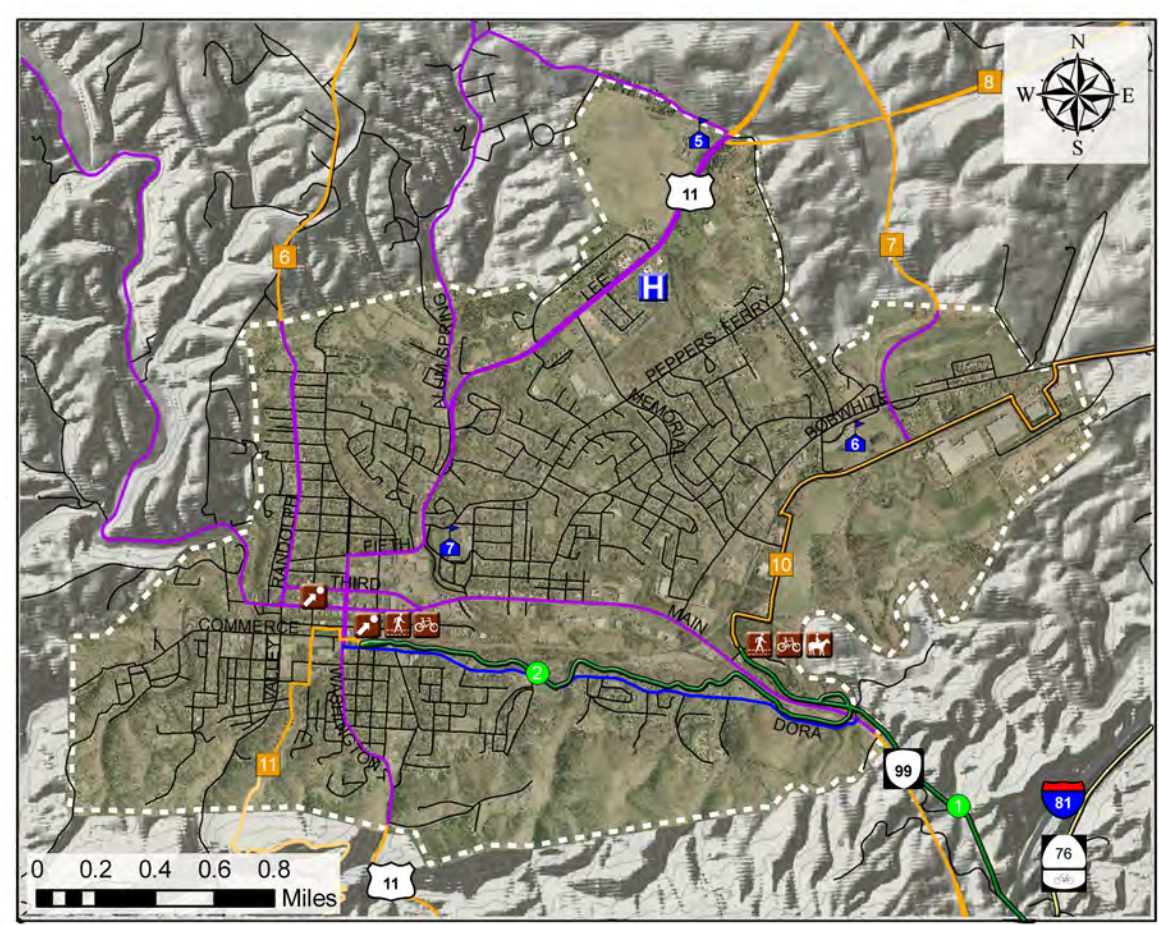
- New River Community College
- Bikeway 76

Legend

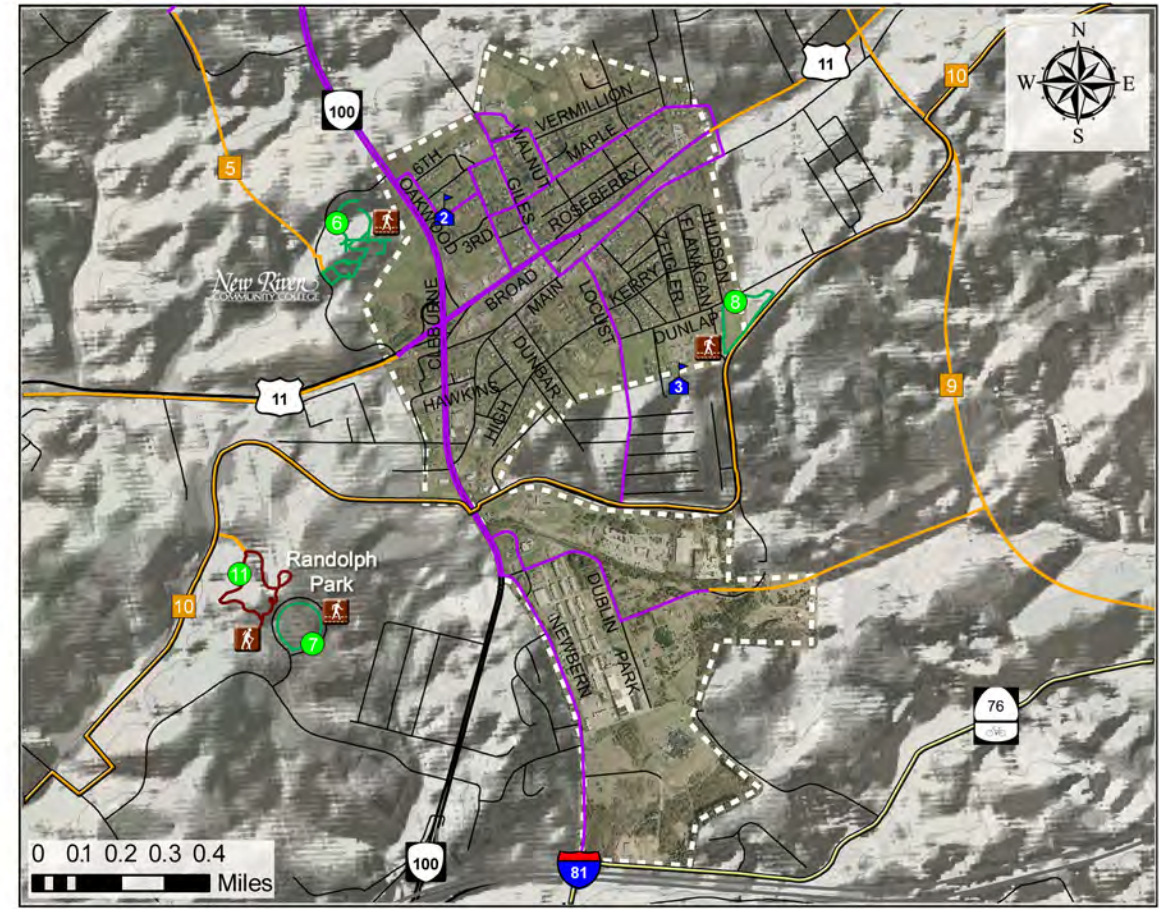
Interstate Highway	Dedicated Bicycle Route	Existing Trail
Primary Roadway	Hospital	Proposed Trail
Secondary Roadway	Boating Access Site	Existing Schools
Existing Multipurpose Trail	Campsite	National Forest
Existing Mountain Biking/Hiking Trail	Biking Trail	Town Boundaries
Existing Bike Lane/SHARROW	Equestrian Trail	Elevation (ft)
Potential/Proposed Multipurpose Trail	Hiking Trail	High : 3687
Proposed Mountain Biking/Hiking Trail	Walking Trail	Low : 1634
Potential/Proposed Bike Lane/SHARROW	Park and Ride Lot	

Pulaski Trails System

Proposed Trails	Existing Trails
Alum Springs Connector	New River Trail
East-West Connector	Dora Trail
New River Trail Extension	Tract Fork
Cougar Trail Connector	Ridge Hiking Trail
NRCC Connector	Gatewood Res. Hiking
Randolph Ave. Connector	NRCC Walkways
Route 11 Connector	Randolph Park Loop
Mid-Pulaski Connector	Lions' Club Loop
Exit 101 Connector	Claytor Lake Trails
New River Trail Extension	Boy Scout Res. Trails
Draper Mountain Trail System	Randolph Park Footpath
State Park Road Connector	



Town of Pulaski



Town of Dublin

This map was prepared by the New River Valley Planning District Commission in 2011. Data was collected and compiled from various sources to develop this plan: VGIN, USGS, USDA, DCR, and Pulaski County GIS data. Images, Logos, and provided information is for planning purposes only and may not be used without written permission.



Excerpt from
New River Valley Hazard Mitigation Plan

6.6.2 Mitigation

Pulaski County participates in the NFIP (NFIP), regulating future floodplain development and offering residents the opportunity to purchase flood insurance. The Town of Dublin does not participate in NFIP. The county also benefits from the IFLOWs, a system of rain and stream gauges operated by the NWS. Pulaski County also continues to work with the Natural Resources Conservation Service to improve streambeds and stream banks in critical areas, such as along Falling Branch and Little Creek.

In terms of drought, Pulaski County continues to participate in the regional water supply planning effort, to help ensure reliability and maximum cost-effectiveness. Pulaski County collaborates with the Virginia Department of Forestry and the national forest service to do firefighter training and outreach to mitigate some wildfire impacts. Additionally, the County is working with VDOF to develop a county-wide community wildfire plan for numerous communities throughout the County.

6.6.3 Mitigation Opportunities

Pulaski County has identified several mitigation opportunities. Cost-effective projects are listed in the table below. These projects would only be possible with federal and/or state funding assistance.

Table 6-10. Pulaski County Hazard Mitigation Opportunities

Project	Hazard(s) Mitigated	Priority
Relocate ECC/Sheriff's Office	All natural and human-caused	High
Elevating homes	Flooding	High
Upgraded rescue and utility communication equipment	All natural and human-caused	High
Wildfire Mitigation -- Creating Defensible Space for High Risk Communities	Wildfire	Medium
Dredging of upper Claytor Lake	Flooding	Low
Monitor and update applicable ordinances as needed to reflect any change in NFIP standards	Flooding	Medium

6.7 Town of Pulaski

6.7.1 Hazards and Risks

The Town of Pulaski's principal natural hazard is recurrent flooding in the downtown, along Dora Highway, and in Kersey's Bottom. According to the Army Corps of Engineers, the town has suffered at least eleven 100-year floods and one 500-year flood in the past 90 years or so. At least 200 structures are affected by flooding in the town.

6.7.2 Mitigation

The Town of Pulaski participates in the NFIP (NFIP), regulating future floodplain development and offering residents the opportunity to purchase flood insurance. Moreover, the Town has set up a special committee, composed of private citizens, Town staff and elected officials, which

drafted a Flood Mitigation Plan. The Town is also pursuing the Community Rating System to reduce flood insurance premiums in Town. The town also benefits from the IFLOWs of rain and stream gauges operated by the NWS.

In terms of drought, the Town of Pulaski is participating in the regional water supply planning effort, to help ensure reliability and maximum cost-effectiveness.

6.7.3 Mitigation Opportunities

The Town of Pulaski has identified several mitigation opportunities. Cost-effective projects are listed in the table below. These projects would only be possible with federal and/or state funding assistance.

Table 6-11. Town of Pulaski Hazard Mitigation Opportunities

Project	Hazard(s) Mitigated	Priority
Channel dredging, straightening	Flooding	High
Replace or rehabilitate railroad bridge (acting as dam)	Flooding	High
Acquisition of other Repetitive Loss properties	Flooding	High
Flood education/ outreach	Flooding	Medium
Monitor and update applicable ordinances as needed to reflect any change in NFIP standards	Flooding	Medium

6.8 City of Radford

6.8.1 Hazards and Risks

The City of Radford’s principal natural hazard is flooding along the New River and Connelly’s Run. The city also has some vulnerability to drought and wildfire, particularly the abandoned railroad tie-pile in the western portion of the city.

6.8.2 Mitigation

Fortunately, the City owns most of the floodplain along the New River and has turned much of it into public park space. This limits the amount of private property that could be damaged from floods. The City also adheres to the Radford Riverfront Plan, which emphasizes ecological protection, public access and limited commercial development. The City participates in the NFIP and recently updated their floodplain ordinance, FIRMs and GIS data in cooperation with FEMA. This assists in regulating future floodplain development and the GIS provides citizens with the opportunity to visualize the flood hazards so that they can be more informed about purchasing flood insurance or of their risks. The City’s emergency personnel are also participating in the formation of a regional swift water rescue team. The GIS department and engineering department have also made improvements to the City’s storm drainage basin maps which helps analyze runoff and flash floods.

In terms of drought, the City is participating in the regional water supply planning effort, to help ensure reliability and maximum cost-effectiveness. There are ongoing improvements to the water distribution system to make it as efficient as possible.

Appendix 2
Public Involvement

With respect to the future of Pulaski, how important are the following issues to you? Please circle the number that corresponds to the level of importance you associate with each issue, with 0 representing no opinion, 1 indicating the least importance, and 5 indicating the most importance.

Issues	Very Important	Moderately Important	Important	Minimally Important	Unimportant	No Opinion
A mix of housing that is attractive and affordable for families from all income groups.	5	4	3	2	1	0
Convenient access to stores and services in downtown and other commercial areas in the community.	5	4	3	2	1	0
Walkable and pedestrian-friendly community.	5	4	3	2	1	0
Public parks and recreational facilities and programs.	5	4	3	2	1	0
Pulaski as a tourism destination/provider of tourist amenities.	5	4	3	2	1	0
Growth of new and existing businesses.	5	4	3	2	1	0
Local regulatory/permitting processes that are flexible and transparent.	5	4	3	2	1	0
Preservation and promotion of Pulaski's historic and cultural resources.	5	4	3	2	1	0
Protecting Pulaski's natural environment and scenic beauty.	5	4	3	2	1	0
Good public schools.	5	4	3	2	1	0
Personal and community safety.	5	4	3	2	1	0
Citizen involvement in addressing needs.	5	4	3	2	1	0

Survey Response Summary

1. List one or more features you like about Pulaski (i.e., strengths).

Most common responses:

- Small town; friendly people/atmosphere.
- Calfee Park.
- Natural beauty of the area.
- New River Trail.
- Theater.
- Peak Creek and stone walls.
- Recreation amenities.
- Town parks.
- Farmers Market.
- Access to I-81.
- Police Dept.
- Schools.
- Train Station.
- Museum.
- Gatewood Park.
- Transit service.
- Mountains.
- Town road maintenance.
- Recent economic development successes.
- Old buildings/homes/architecture.

2. List one or more features that you dislike about Pulaski (i.e., weaknesses).

Most common responses:

- Appearance of downtown/Main Street; empty storefronts/buildings on Main Street; deterioration.
- Deteriorating, vacant/abandoned buildings/blight and empty lots - need to be cleaned up.
- Lack of stores/shopping choices.
- Lack of fine/family dining/restaurants.
- Down and out/run-down appearance of town.
- Appearance of property along entrances to Town.
- Drug problems.
- Reputation of town - low income, unemployment, crime, drugs.
- Loss of jobs; lack of jobs/good-paying jobs/opportunities for young people.
- No new businesses; lack of new businesses.
- Disrepair of homes and old buildings.
- Lack of ordinance compliance; lack of consistent enforcement.
- Landlords that don't take care of properties.
- People loitering in front of stores.
- Having to pay town and county taxes.
- Eyesores along main entrances to town.

3. What needs to happen or exist in Pulaski over the next 5 to 10 years?

Most common responses:

- Revitalization of downtown and businesses in downtown area.
- Recruit new businesses; create jobs; more business; industrial recruitment.
- Clean up, renovate, or tear down old dilapidated buildings, abandoned houses and vacant properties throughout Town.
- Clean up downtown/Main Street.
- More jobs.
- Growth; grow tax base to support infrastructure and stable taxes.
- Good retail stores in downtown; more shopping choices.
- Fill empty storefronts and promote/advertise.
- Clean up Town and neighborhoods; property maintenance/clean up.
- Clean up drugs.
- Cultural activities/events/tourism.
- Good restaurants.
- Private investment must increase for revitalization; continued investments in downtown.
- Tourism opportunities with New River Trail and Gatewood Park.
- More activities for youth/teens.
- Stop negative talk about town; build/foster community pride.
- Enforce ordinances; offer incentives for owners to maintain properties and businesses.

With respect to the future of Pulaski, how important are the following issues to you? Please circle the number that corresponds to the level of importance you associate with each issue, with 0 representing no opinion, 1 indicating the least importance, and 5 indicating the most importance. *Numbers of responses received indicated in table below.*

Issues	Very Important (5)	Moderately Important (4)	Important (3)	Minimally Important (2)	Unimportant (1)	No Opinion (0)
A mix of housing that is attractive and affordable for families from all income groups.	124	30	58	12	13	3
Convenient access to stores and services in downtown and other commercial areas in the community.	149	43	37	7	5	1
Walkable and pedestrian-friendly community.	141	45	35	16	1	1
Public parks and recreational facilities and programs.	134	49	39	15	5	0
Pulaski as a tourism destination/provider of tourist amenities.	92	43	45	33	24	2
Growth of new and existing businesses.	194	27	15	5	1	0
Local regulatory/permitting processes that are flexible and transparent.	125	58	38	9	4	7
Preservation and promotion of Pulaski's historic and cultural resources.	103	41	52	24	17	1
Protecting Pulaski's natural environment and scenic beauty.	147	44	34	11	6	2
Good public schools.	193	22	23	4	3	1
Personal and community safety.	208	21	14	3	0	0
Citizen involvement in addressing needs.	149	55	30	4	1	4

**Notes from
Community Input Meetings
November 12 & 19, 2014, 6 p.m.
Pulaski Train Station**

Strengths:

- Diversified manufacturing and economic base.
- Real estate and labor costs.
- Proximity to transportation routes (highways and rail).
- Close to universities.
- Historic features.
- Natural and scenic beauty.
- Layout of town (compatible with multiple uses).
- Infill/re-use opportunities.
- Business opportunities.
- Community pulls together in times of need.

Nov. 19:

- Three historic districts with approximately 435 residential properties - strong asset.
- Renovation/rehab opportunities in historic districts with potentially attractive housing investments.
- Broadband access/fiber installation in West Main area; internet speeds tend to be very good.
- Sense of community.

Weaknesses:

- Lack of businesses.
- Not much for young people and young adults to do (activities).
- Young people leave after school.
- Negative perception of Pulaski held by folks outside town and by residents.
- Self-fulfilling prophecy (bad mouthing).
- Perception that a few businesses/families keep new business out.
- Absentee landlords.
- Appearance/blight/neglected properties.
- Economic weakness.
- Lower paying jobs/not much disposable income.
- People feel trapped.
- One-way traffic on Main Street -- headed out. Need to make Main Street more accessible.
- Condition of Middle School.

- Lack of school maintenance.
- Short-sighted decisions as a result of political/business culture.
- Under-current of fear and uncertainty.
- People fight over pieces of pie instead of making the pie bigger.

Nov. 19:

- No regs./ordinance regarding maintenance/rehab/improvement of properties in historic districts other than the downtown historic district.

Need to Focus on:

- Downtown business association - merchants and businesses working together.
- Overcome fear of change that might result from outsiders and their investments.
- Making the community more inviting/charming.
- Build community, community engagement, and pride.
- Maintain momentum of Farmers Market and radiate out to other points in town.
- Focus on adaptive re-use.
- Encourage good business practices (such as Main Street Program approach).
- Continue focus on blight elimination and slumlords.
- Make Main Street more accessible.
- Improve commercial corridors and entrances.
- Finish bicycle trails and pedestrian facilities.
- Completion of projects in a timely fashion.

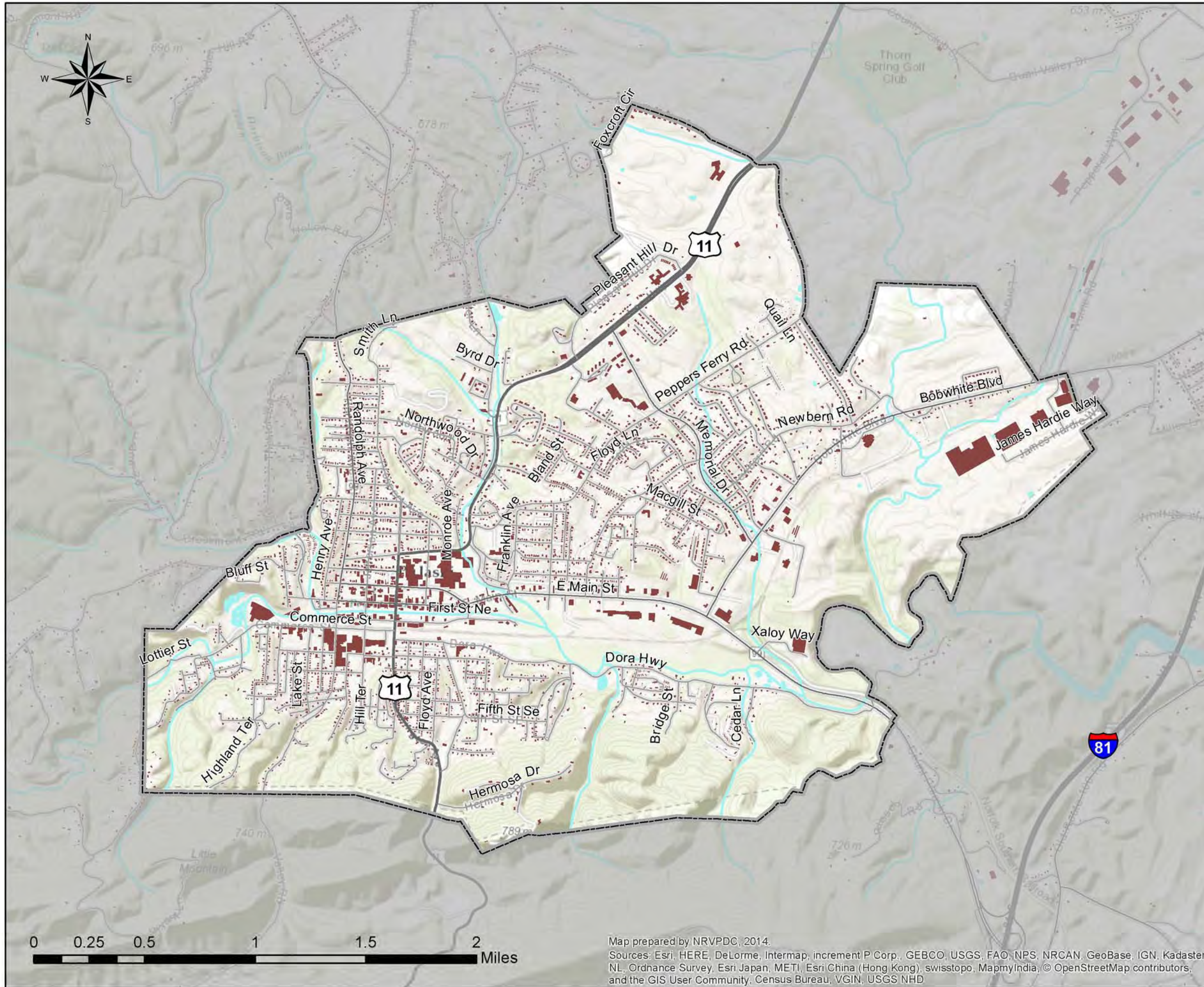
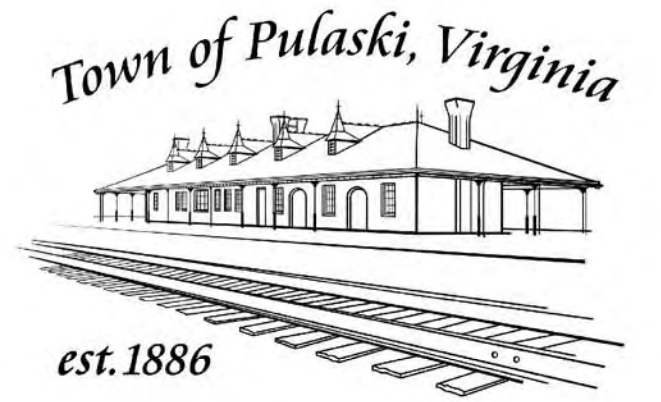
Nov. 19:

- Shifting attitudes regarding property owners/managers/landlords and property maintenance.
- Examine programs/tools to address property maintenance (i.e., best mgmt. practices - other localities).
- Focus on key corridors.
- Rental properties are significant portion of housing.
- Opportunities for engagement; identify ways for citizens to participate and build pride; positive peer pressure.
- Re-examine, over time, funding priorities for blight elimination.
- Consider funding priorities with fresh perspective (e.g., zero-based budgeting).
- Opportunities for cooperative/collaborative efforts (e.g., partnering with county on staffing of tasks/activities).
- Marketing to professional community - Pulaski as a business location and value proposition.
- Micro-loan program.
- Oversight of downtown organization/Main Street program.
- Partnering opportunities between Town and university entities for research efforts and Masters/Doctoral student projects, etc.
- Willingness to make hard decisions regarding property maintenance.
- Ownership of community, homes, etc.
- Outside/international investment.

Appendix 3

Maps

Map 1 Town of Pulaski

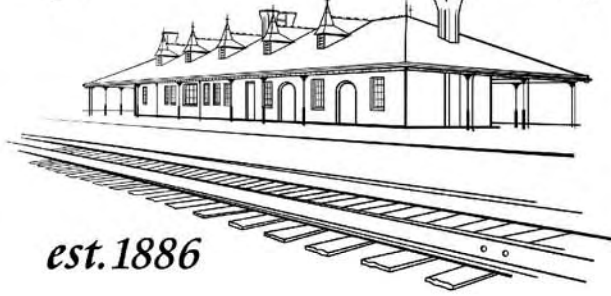


- Legend**
- Town Boundary
 - Buildings
 - Roads
 - Hydrology

Map prepared by NRPDC, 2014.
 Sources: Esri, HERE, DeLorme, Intermap, increment P Corp., GEBCO, USGS, FAO, NPS, NRCAN, GeoBase, IGN, Kadaster NL, Ordnance Survey, Esri Japan, METI, Esri China (Hong Kong), swisstopo, MapmyIndia, © OpenStreetMap contributors, and the GIS User Community, Census Bureau, VGIN, USGS NHD

Map 2 Zoning


Town of Pulaski, Virginia






est. 1886

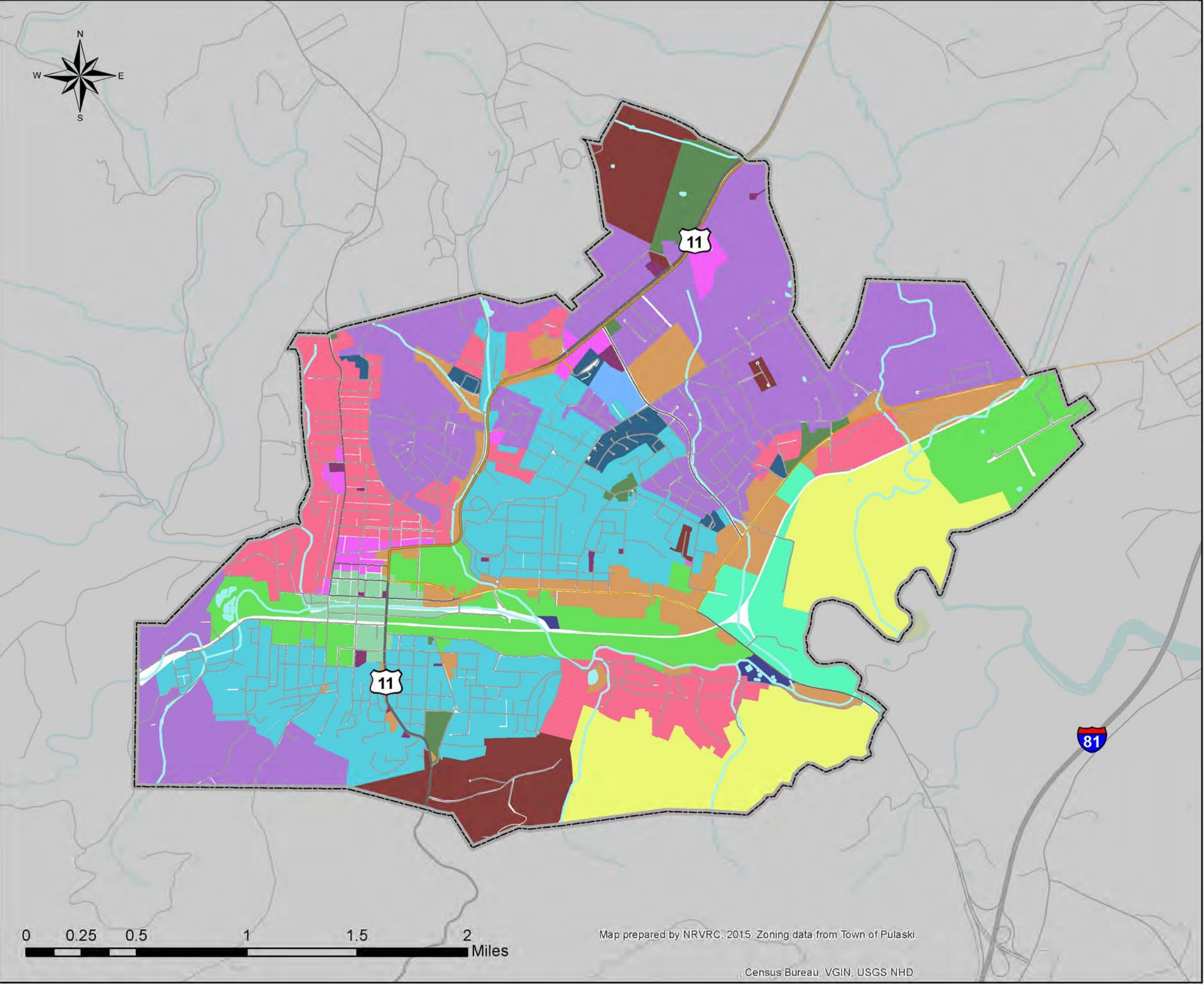
Legend

Town Zoning

 B1	 R1
 B2	 R2
 B3	 R3
 COND	 R4
 CU	 R5
 DS	 R0
 I1	 RR
 I2	

The Mobile Home District (MH-1) exists in the Zoning Ordinance, but contains no land area at this time.

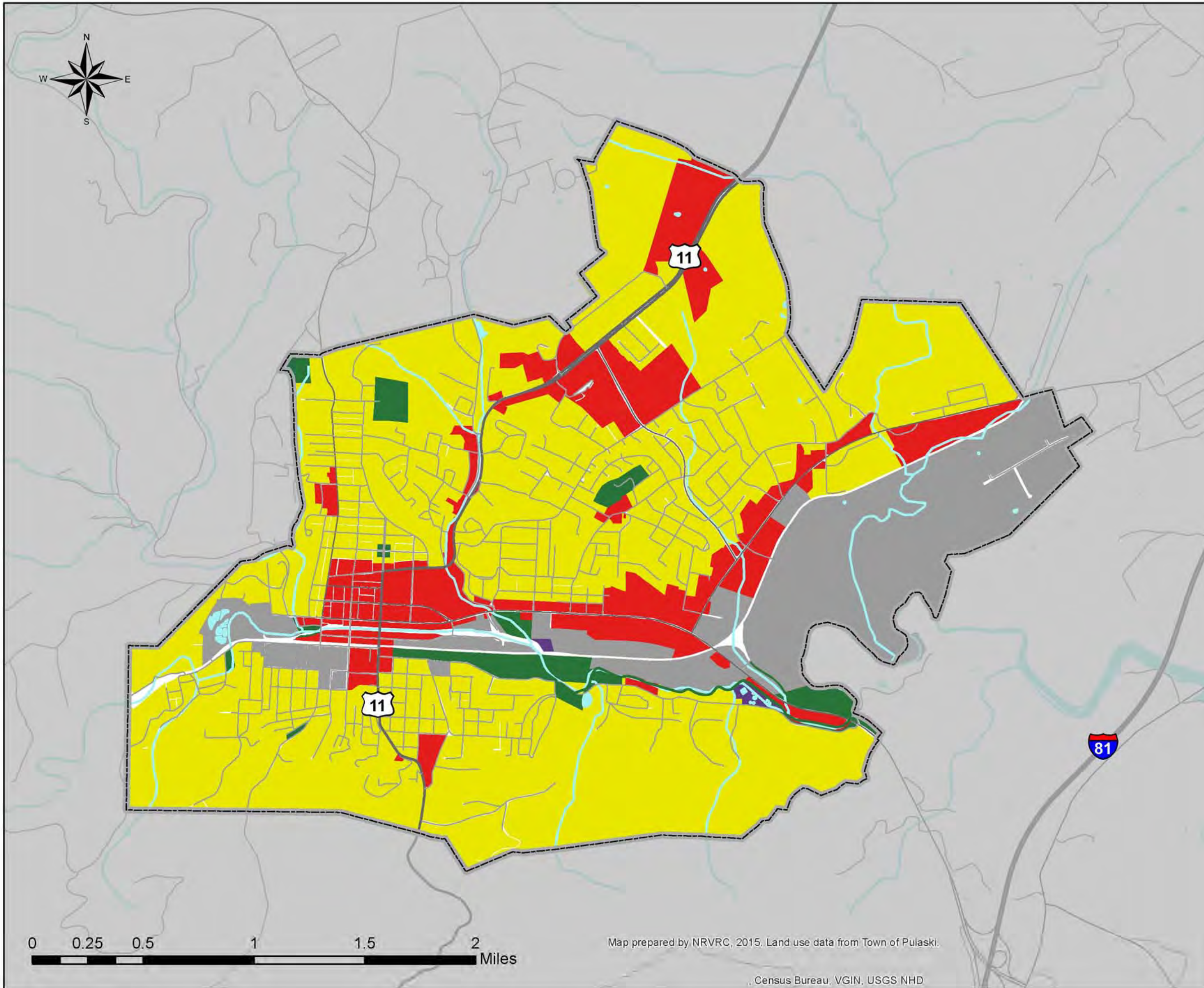
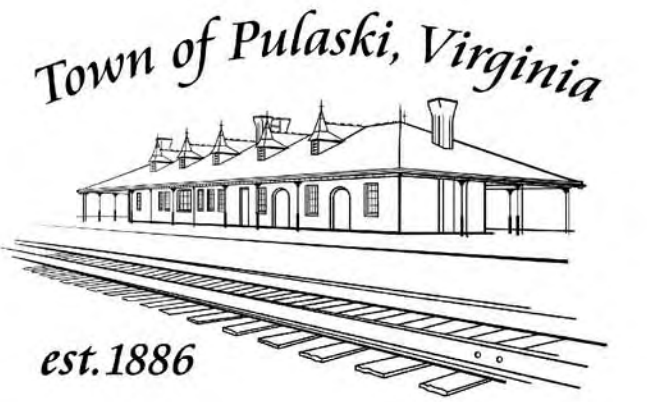
-  Town Boundary
-  Roads
-  Hydrology



Map prepared by NRVRC, 2015. Zoning data from Town of Pulaski.

Census Bureau, VGIN, USGS NHD

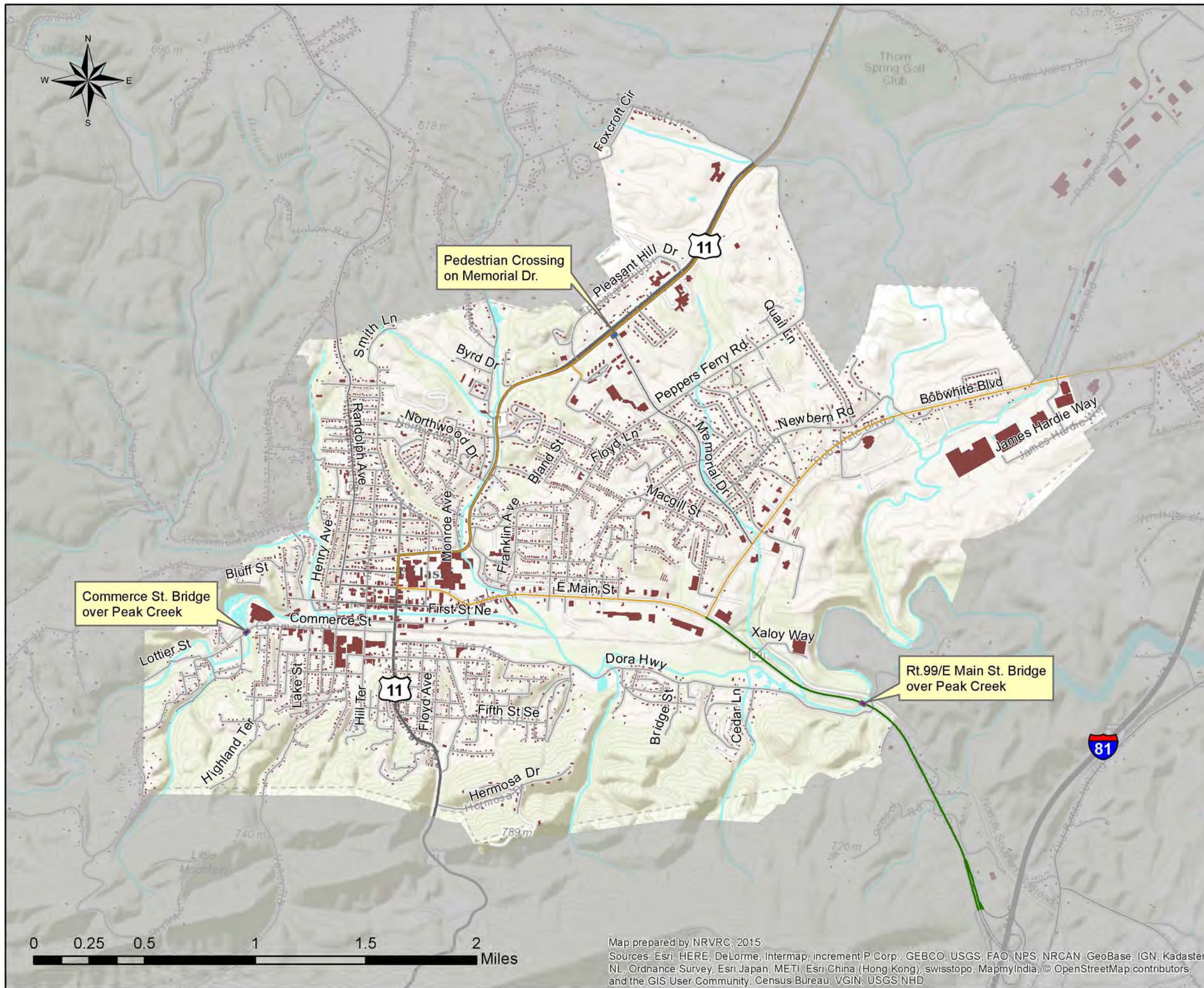
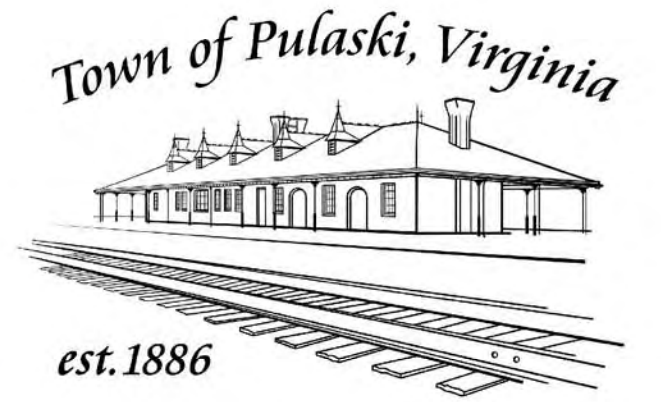
Map 3 Future Land Use





Legend

- Future Land Use**
- Commercial
 - Conservation
 - Industrial
 - Other Governmental
 - Residential
 - Town Boundary
 - Roads
 - Hydrology

Map 4 Transportation Plan

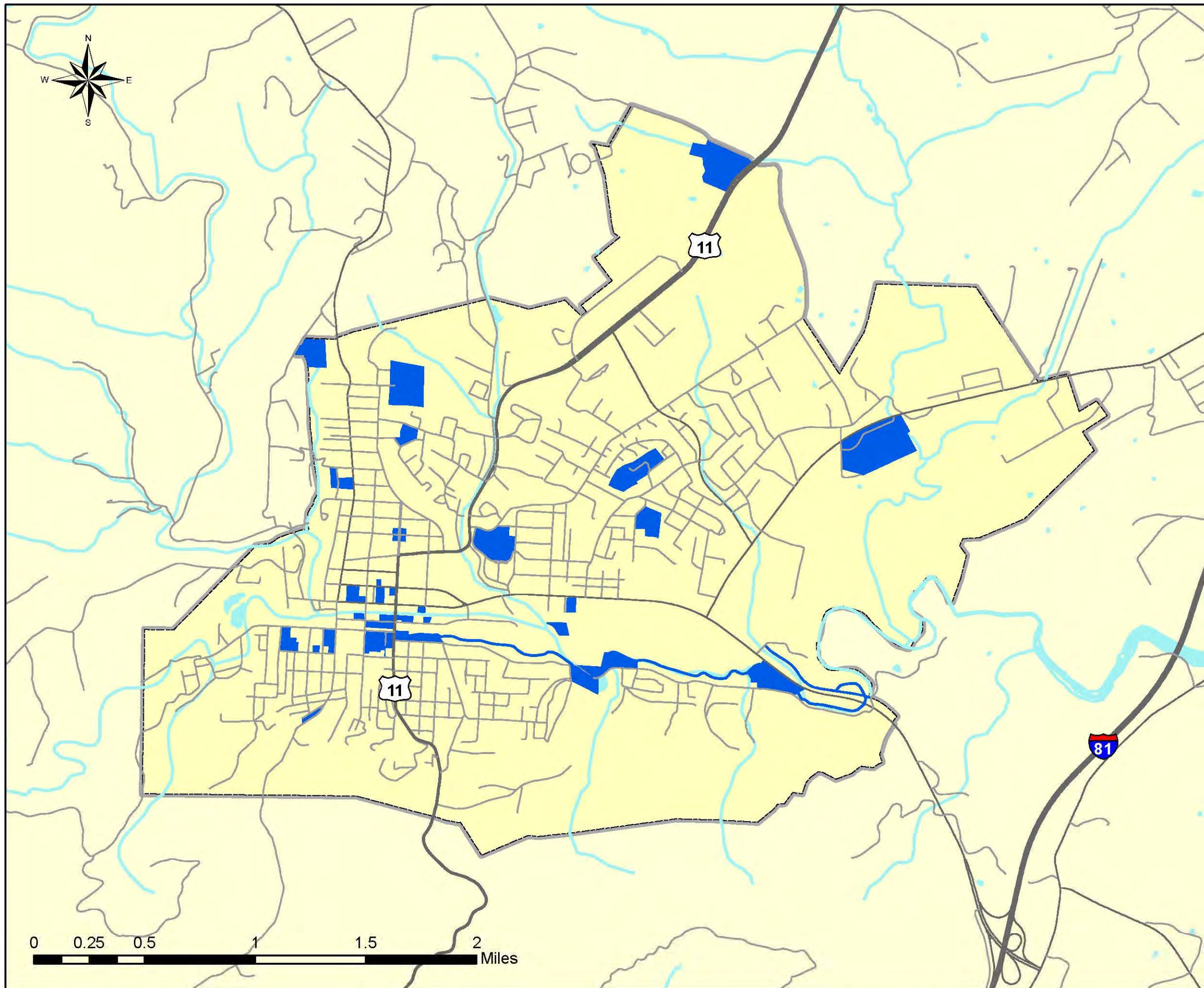
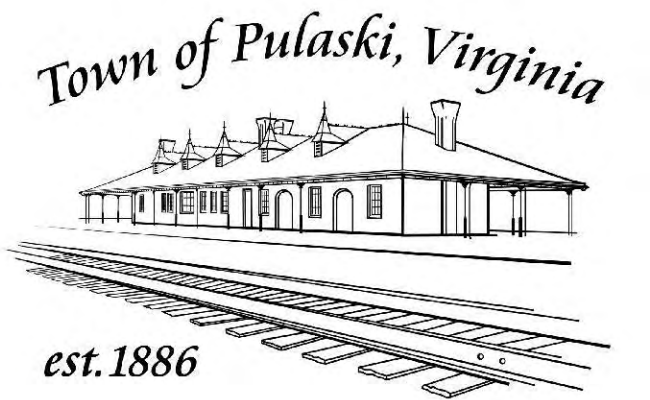


Legend

-  Buildings
-  Roads
-  Rt. 99/E Main St. Improvements
-  Hydrology

Map prepared by NRVRC, 2015.
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Map 5 Public Properties



Legend

-  Public Use Land
-  Town Boundary
-  Roads
-  Hydrology